

d3con Masterclass

# Single Brand kills Multi Brand?

The simple truth about the market

**The most valuable companies  
in the world are built on the  
belief of radical user centricity.**



# When does it make sense to redesign the brand architecture?

- **Outdated brand structure**
- **Focus on growth**
- **Change in brand essence**
- **Inconsistent brand alignment**
- **New wishes of target groups**

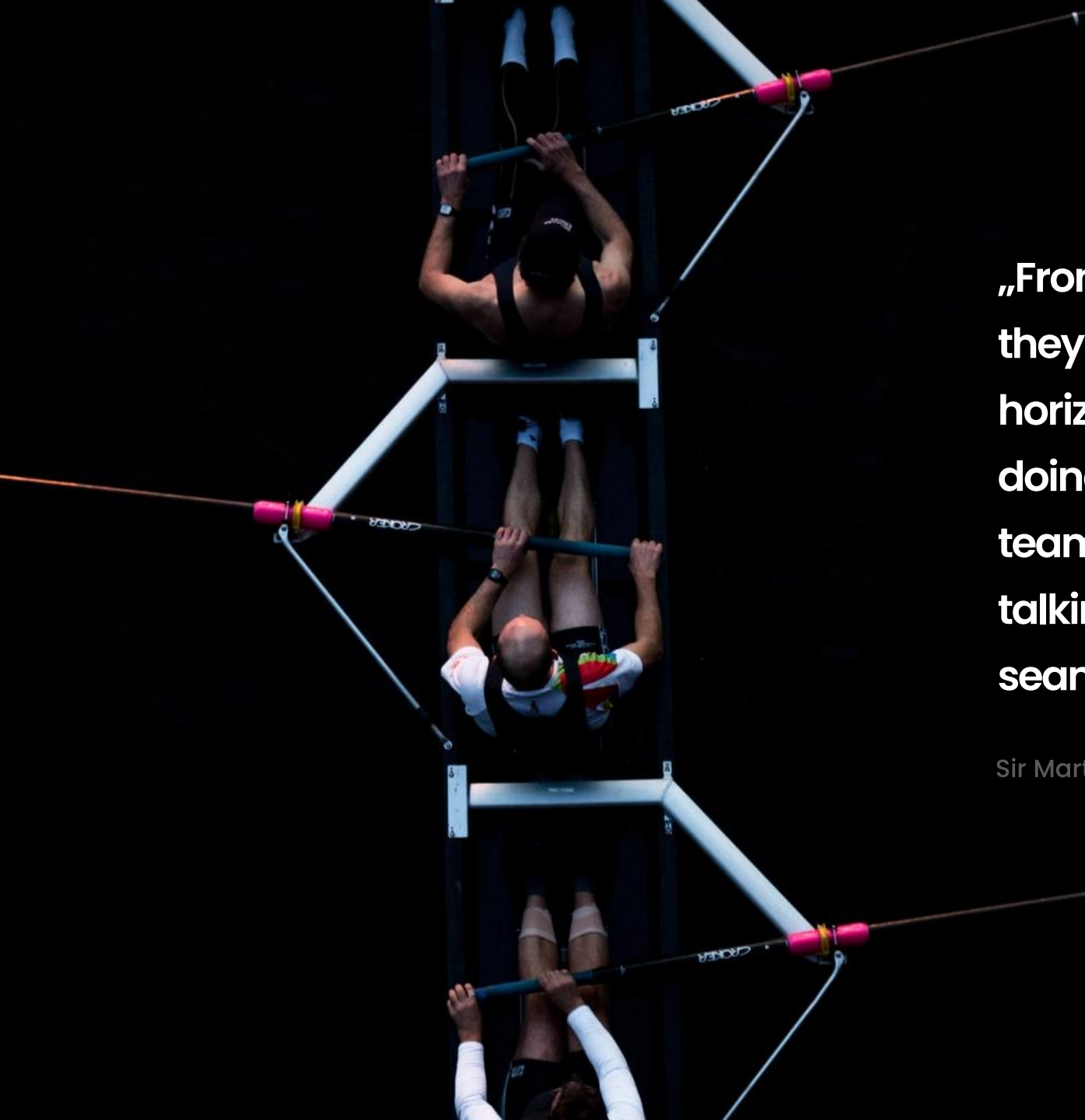
A McKinsey fact that needs to be considered

**Just 1 out of 5 Brand  
Mergers are successful**



**It's still a yes? Then these are your next steps:**

- 1. Research**
- 2. Competitive Analysis**
- 3. Mission, Vision & Positioning**
- 4. Corporate Identity**
- 5. Corporate Culture**
- 6. Core Messages**
- 7. Timing & Execution**



„From a client perspective, one of the things they should look at is if the agency has a horizontally integrated structure. {...} If you're doing a rebrand, then the agency rebrand team should be talking to the PR team who is talking to the research team, and it's all seamlessly integrated.“

Sir Martin Sorrell, 2020



Our case today

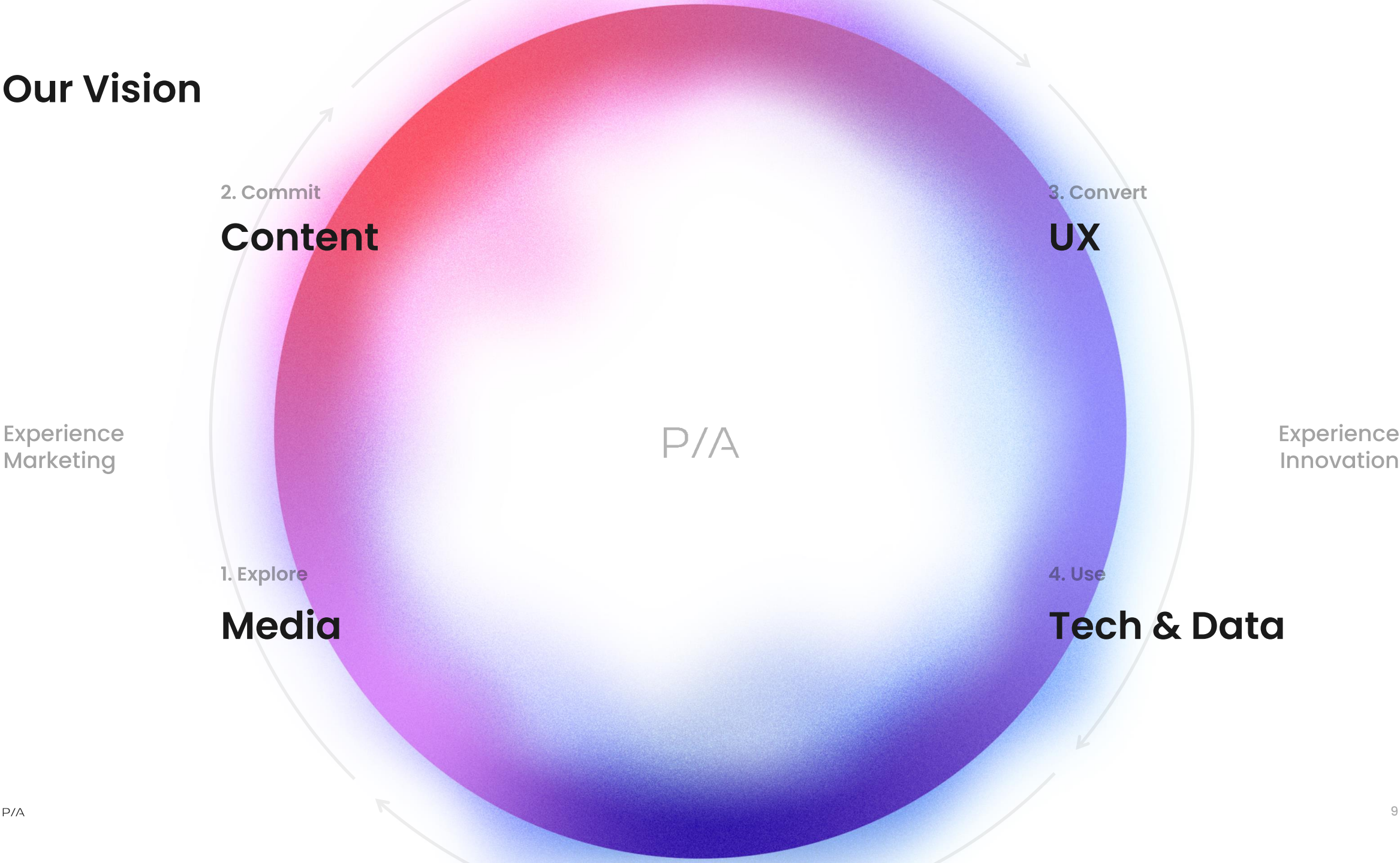
# PIA Group

The PIA mission aka why we did it

**We help our clients grow  
by building best-in-class  
Customer Experiences.**



Our Vision



# Why PIA decided to go from House of Brands to Branded House

- Our goal is to deliver end to end Customer Experience. Consistently and across all touchpoints.
- For seamless performances, everything must come from a single source. Otherwise, there are too many vested interests at play.
- Only an integrated group can achieve this goal and thus offer customers useful and value-adding solutions from a single source.
- That's why we are building PIA. Not as a loose collection but as the national team of Customer Experience. With integrated professionals in every discipline.
- Build & Buy is a means to an end. And it makes us faster. The natural market outcome of that is growth.



Where we started

Experience  
Marketing

Experience  
Innovation

2. Commit

**Content**

P/A | **NORDPOL<sup>+</sup>**

P/A | **delasocial**

3. Convert

**UX**

P/A | **appico**

P/A | **UDG**

1. Explore

**Media**

P/A | **blueSummit**

P/A | **FIM**

P/A | **Qverse**

4. Use

**Tech & Data**

P/A | **DYMATRIX**

P/A | **econda**

P/A | **FeedDynamix**

P/A

# PIA Group 2018 – House of Brands

appico

 blueSummit

 delasocial

**NORDPOL<sup>+</sup>**

DYMATRIX

econda 

FeedDynamix



Qverse

 UDG



# PIA Group 2019 – Endorsed Brands light

appico

Part of PIA Group

 blueSummit

Part of PIA Group

 delasocial

Part of PIA Group

**NORDPOL<sup>+</sup>**

Part of PIA Group

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P/A | 

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P/A |  **UDG**



# PIA Group 2021 – Branded House



# Our Merger Insights from PIA Media

- Visibility through people: You need figureheads who stand for the brand. In B2C you would say testimonial, but in B2B the creators behind a brand are almost more important than the brand itself.
- The power of the platform: LinkedIn is everything and everything is LinkedIn.
- The identification of your own employees with the brand makes all the difference. Whether visibly or 1:1 with customers, partners or in the personal peer group.
- Overrated: Agency website. It's important to have one to provide important information and get in touch easily, otherwise the saying of the great Marshall McLuhan applies here: "The medium is the message."



What was great – what not so much

# PIA Key Take Aways



# New Business



**Communication and coordination are key – define a new biz lead including roles and functions and create communication roadmaps, feedback loops and workshops.**



**Get from plan to do – Secure existing business and reduce uncertainty by defining new contacts for existing customers, new business areas, new business targets and present the new range of services.**



**Timing is everything – make sure, there is one timeline with all activities and one "Master of Coordination" in the process.**



# Employer Branding



**Internal brand love creates identification – this is also reflected in language and organizational culture and must not be underestimated during consolidation.**



**There is a huge desire for consistency – if employer brands are not aligned within a group there is no automatic connect.**



**The fading employer brand and the new customer brand should be decoupled – otherwise the consolidation of a customer brand can have negative effects on a team's sense of value.**



# Corporate Communications



**Use consistently integrated internal communication for group-wide identification – using a combined IT structure, teams, social media, newsletter, meetings and merch.**



**Build external communication with a consistent message across all channels – via leadership, stakeholder, website, PR, events, video formats and especially LinkedIn.**



**Be Precise and transparent in communicating with your customers about your changing vision, mission and goals – for both new and existing customers.**



Any questions?

**Let's talk**

P/A



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**Thank you!**

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