



Case Study - Which?

Building commitment to a new brand

Which?, previously known as The Consumer's Association, is a registered charity which has grown rapidly from small beginnings in a garage in Bethnal Green in 1957. Previously, the Which? brand was used solely to identify the magazine which has a membership of around 700,000 subscribers. Following a brand review, the decision was taken to carry out all the public facing work of The Consumers Association and associated magazines under one brand, Which?

HarknessKennett were asked to support the rebranding for employees based in the Customer Service Centre in Hertford. These are the specialists who deal directly with customers and members and provide a wide range of consumer and administrative services.

Following an assessment of the levels of understanding and commitment to the new brand across the organisation, HarknessKennett recommended a three phase approach. The first phase was about providing understanding of the new brand and the background to the recent changes. Employees from the Customer Service Centre attended a number of large-scale, participative events to discuss the changes and hear from senior directors about the strategy and what it meant for the organisation.

These large events were followed by training in work teams with line managers. These sessions, facilitated by HarknessKennett, gave people the opportunity to look in detail at what the brand meant for their teams and develop action plans to support the delivery of the brand. This gave everyone the opportunity to identify desired brand behaviours.

All employees will come together again to celebrate the brand successes in the third phase of the programme and measurement will be used to track successes from the initial baselines and motivate further changes.

"For many employees 'brand' is something that is the responsibility of the Marketing department. This project was about demonstrating that everyone has a role in delivering our brand. HarknessKennett's highly participative approach built on our people's excellent customer service standards and has created real pride in the Which? brand. In addition, our people now have the skills to deliver the Which? brand to all our members."

Fergus Smyth
Head of Customer Services
Which?