



CASE STUDY: Making Innovation Real

Background

As a leading HVAC contractor, Brady works with building owners, facility managers, developers, architects, engineers and contractors providing sustainable, comprehensive building solutions for commercial and industrial facilities. They provide customers with a diverse range of HVAC and building solutions including building automation, energy conservation, green design, performance contracts, access controls, security, mechanical systems, parts and supplies, as well as world-class technical support.

Challenges

- Brady lacks a clear understanding of market perception of their legacy brand, both from internal associates as well as customers and prospects
- The desire to shift to a new brand position is challenged by an observed inability to communicate a clear, understandable description of both the current brand platform as well as the desired brand destination
- An additional hurdle includes internal skepticism of the ability to be a technology innovator, given perceived lack of sophisticated systems and processes to support the existing business units
- Historically and currently, Brady has not staffed skilled marketing resources at a level to build and sustain a leadership position based on an understanding of market needs and related managed products and services.

Approach

- Led an introductory kick-off meeting with the key leaders and stakeholders to define the project scope and align on objectives
- Conducted over 40 individual interviews (internal associates, customers, prospects, advisors) to understand market perception of the current Brady brand and the future vision to become a technology leader
- Consolidated feedback to identify key marketing initiatives to drive brand understanding, development and execution
- Created a Story/Strategy/Systems (3S) Playbook that isolated 10 distinct marketing-based initiatives to stabilize current brand management and to build a launch plan for a brand pivot



Result

- Provided Brady with initial guidance on developing a clear, concise “story” to describe their current business in terms that both associates and customers can understand and communicate in a consistent manner
- Delivered a structured, prioritized action plan for Brady to implement in support of their vision to become a technology innovator
- Identified key business strategy gaps and organizational requirements (structure and resources) that will be necessary to achieve success with the go-forward vision
- Selected as a 2017 winner of the Innovative Workplace at the NC Tech Awards
- Launched innovative smart building analytics platform branded “Building Clarity” in partnership with SAS Institute