



Claire THISSE



Jonathan BAUDRY

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New visual identity: What is your secret to keep it secret?

Air Liquide's new visual identity was revealed in January 2017 through a great happening taking place simultaneously in all entities. Claire Thisse (Head of Editorial and Branding) and Jonathan Baudry (Project manager) tell us how they kept the secret for more than one year (!), and still managed to get their 65,000 colleagues fully engaged on the day it was revealed, thanks to Kite.

Did you really keep it secret to everyone till the end?

Claire Thisse: Well, during the 'Preparation' phase in 2015 and 2016 only very few people were in the loop: Benoît Potier, our CEO, an internal team of 4, a couple of agency guys. It became much more challenging when we entered the "Reveal" phase in Q4 2016, as we wanted the entities to organize events to celebrate the launch without showing the new logo! Until a few days before, we were only about 100 people to know – lots of non-disclosure agreements were signed.

Jonathan Baudry: Kite really helped us! The D-day presentation was made available on Google Drive to some communications people so that they could translate it a few weeks before the launch. But we masked the places in the document where the logo would appear!

So, what happened on January 12?

J.B.: We released the final presentation on Drive the night before, but "played" with user rights so that everyone would see it only on that day, at the very same time, when we would release access. Claire and I had tested the procedure before!

C.T.: Thanks to Kite, we were able, on January 12, to coordinate the change of the logo on all the headers of all our websites and intranets, mobilizing the dedicated teams and following the execution in real time! We basically impacted the whole Air Liquide online ecosystem in one minute... Without the Google tools, it would have been very top-down I think, and a lot less agile. And some employees would have not found out about the new logo until much later!

And there were also physical events organized?

C.T.: Yes. We used the pretext of Benoît Potier's New Year message to have local entities gather people and organize events, that was key to have a real celebration. The signage at the Head Office was changed during the night. And there were also numerous digital initiatives – Transformapp (a kind of internal Snapchat), G+ communities, tons of posts.

Is the project over now?

J.B.: Oh, no! Since January we have entered the 'Deployment' phase that will last until end of 2019. We have to update logos and branding on some 200,000 touchpoints (excluding cylinders!), but this is also easier thanks to digital tools, with all the logos, templates, etc. being available on Kite, and G+ communities being very active in addressing any issue.

C.T.: We happen to still update a few things from time to time in the corporate identity guide, but thanks to Kite we can change all the related documents located on all the Drives in just one click! No more "gosh, which is the latest version?!" ...

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