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NEW

2024 USPS

Promotions & Incentives

+ MORE...

**Jim Davey: From
Chief Marketing
Executive to Chief
Marketing Lecturer**

**Pantone's 2024
Color of the
Year: Peach Fuzz**

**What's in a
Rebrand?**



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been named Pantone's official
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Color of the Year 2024.

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Peach Fuzz

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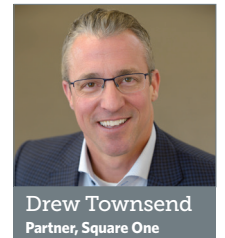
Q1 • 2024

01

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AND A LETTER FROM ...

As we step into a new year filled with fresh possibilities and creative opportunities, it is our pleasure to bring you the 2024 Pantone Color of the Year: Peach Fuzz. This captivating hue brings warmth, charm, and a touch of nostalgia to our lives and represents the optimism and softness that many have been yearning for in recent times. Its gentle, peachy undertones symbolize hope, growth, and positivity. Pantone's choice reminds us that even amidst change and transformation, we can find comfort and familiarity.



Speaking of transformation, our feature article includes a wealth of insight on rebranding. It dives into the differences between a rebrand, a reposition, and a redesign. Jim Heininger, Principal of Rebranding Experts, and Roger van den Bergh, a founding partner of brand identity design firm Onoma, opened our eyes and minds to the why and when of rebranding.

Our cover story introduces you to Jim Davey, CMO turned chief marketing lecturer, as he talks with us about the changing dynamics of marketing organizations and some of the lessons from the class he is currently teaching to the marketing professionals of tomorrow.

We wrap up with the 2024 USPS promotions and incentives that will be running throughout the year. The USPS is continually seeking innovative ways to support brands and enhance their direct mail marketing. These promotions will provide businesses with cost-saving opportunities and encourage the use of creative direct mail and marketing techniques.

As we find ourselves getting a firm hold on 2024, we invite you to embrace Peach Fuzz as a symbol of hope, explore the world of rebranding, and take advantage of the USPS promotions to propel your brand into the hands and minds of your customers. Our editorial team is dedicated to bringing you the latest trends, insights, and inspiration to make this year a vibrant and successful one.

one:one

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2024 USPS Mailing Promotions Calendar and Descriptions



Personalized Color Transpromo

Encourages mailers of bills, statements, and account summaries to enhance their marketing within bill and statement mailings through the use of color, dynamic variable print, and personalization. Designed to encourage businesses to ramp up their marketing within bill and statement mailings.

PROMOTION FEATURES

3% Discount — for Full-Color Marketing / Data Visualization / Messaging / Personalization

Additional 1% Discount — for meeting Personalized Color Transpromo requirements plus including a reply mechanism (Courtesy Reply Mail or Business Reply Mail)

ELIGIBILITY

Must use color messaging, dynamic variable print, and/or personalization within the bills or statements to engage customers

ELIGIBLE MAIL OPTIONS

- First-Class Mail® presort and automation letters
- Additional discounts for Courtesy Reply Mail or Business Reply Mail inclusions with valid IMb®

REGISTRATION PERIOD

December 15, 2023–July 31, 2024

PROMOTION PERIOD

February 1–July 31, 2024



► For more details on the **PERSONALIZED COLOR TRANSPROMO PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/PCT



Tactile, Sensory, & Interactive

This promotion encourages mailers to produce direct mail pieces that engage recipients in unique tactile, sensory, or interactive ways that appeal to the human senses of touch and smell.

PROMOTION FEATURES

5% Discount:

- **Specialty Inks** — To enhance the engagement and perceived value of the mailpiece, the inks should be both visible and distinguishable on the substrate.
- **Sensory Treatments** — Includes scent, touch, and a variety of paper stocks that trigger sensory engagement.
- **Interactive Elements** — Mailpieces that engage recipients by using folds, pull-perfs, pop-ups, or other dimensional enhancements.

ELIGIBLE MAIL OPTIONS

- First-Class Mail letters, cards, and flats
- USPS Marketing Mail™ letters and flats
- Nonprofit USPS Marketing Mail letters and flats

REGISTRATION PERIOD

December 15, 2023–July 31, 2024

PROMOTION PERIOD

February 1–July 31, 2024



► For more details on the **TACTILE, SENSORY, AND INTERACTIVE PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/TSI



Emerging & Advanced Technology

This promotion incentivizes mailers to incorporate emerging technologies, including NFC technology, Video in Print (ViP), Enhanced Augmented Reality, Virtual Reality, Mixed Reality, Integration with Voice Assistant (Basic and Advanced), and Mobile Shopping.

Customers have the flexibility to choose their promotion start date. Promotion can run up to six consecutive months during the 2024 calendar year.

PROMOTION FEATURES

3% Discount — Enhanced Augmented Reality

- Mobile Shopping
- Basic Integration with Voice Assistant
- Enhanced Augmented Reality

4% Discount — Enhanced Emerging Technologies

- Advanced Integration with Voice Assistant
- Video in Print Technology
- Near Field Communication
- Mixed Reality
- Virtual Reality

ELIGIBLE MAIL OPTIONS

- First-Class Mail presort and automation letters
- USPS Marketing Mail letters and flats
- Nonprofit USPS Marketing Mail letters and flats

REGISTRATION PERIOD

January 1–December 31, 2024

PROMOTION PERIOD

January 1–December 31, 2024



► For more details on the **EMERGING AND ADVANCED TECHNOLOGY PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/ET



Reply Mail IMbA® (Intelligent Mail Barcode Accounting)

This program encourages businesses and organizations currently using Qualified Business Reply Mail (QBRM) and high-volume QBRM to adopt Intelligent Mail Barcode Accounting (IMbA). By adopting Intelligent Mail Barcode Accounting, Qualified Business Reply Mail and high-volume QBRM, customers can improve visibility, while also delivering easier payment methods and faster delivery speeds.

► PROMOTION FEATURES

3% Discount — for Static IMbA

6% Discount — for Serialized IMbA

► ELIGIBLE MAIL OPTIONS

- First-Class Mail single-piece QBRM letters and cards
- First-Class Mail single-piece high-volume QBRM letters and cards

► REGISTRATION PERIOD

May 15–December 31, 2024

► PROMOTION PERIOD

July 1–December 31, 2024



► For more details on the **REPLY MAIL IMbA® (INTELLIGENT MAIL BARCODE ACCOUNTING) PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/Replymail



Informed Delivery®

This promotion is designed to enhance the mail experience of eligible residential and personal PO Box consumers. It encourages mailers to improve their campaign engagement and results by using USPS Informed Delivery to create a true omnichannel campaign that combines digital with direct mail.

► PROMOTION FEATURES

4% Discount — for Mail

Paired with:

- A 4-color digital ride-along image with a CTA
- A digital sample of mailpiece or representative image
- A live URL that will be embedded in the ride-along image

Additional 0.5% Discount — for eDoc Postage Statement Submitters

► ELIGIBLE MAIL OPTIONS

- First-Class Mail automation letters, postcards, and flats
- USPS Marketing Mail automation letters and flats
- USPS Marketing Mail DDU-entered carrier route saturation flats
- Nonprofit USPS Marketing Mail automation letters and flats
- Nonprofit USPS Marketing Mail DDU-entered carrier route saturation flats

► REGISTRATION PERIOD

June 15–December 31, 2024

► PROMOTION PERIOD

August 1–December 31, 2024



► For more details on the **INFORMED DELIVERY PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/ID



Retargeting Promotion

The USPS Retargeting Mail Promotion is in response to your customers browsing your website or app but not taking the desired action. Retargeted direct mail is automated, dynamically printed with customized messaging, and sent in a timely manner to a customer's home via First-Class Mail postcard.

From abandoned shopping carts to not-downloaded free content, retargeting incentivizes marketers to mail personalized postcards to these visitors, providing a path toward completing a sale, building brand awareness, or taking advantage of unique offers that coordinate with their online visit.

► PROMOTION FEATURES

5% Discount

► ELIGIBLE MAIL OPTIONS

- First-Class USPS-qualified postcards:
- 4.25" x 6" Single-piece First-Class Mail postcard
 - 4.25" x 6" Presort First-Class Mail postcard
 - 6" x 9" Presort First-Class Mail postcard

► REGISTRATION PERIOD

July 15–November 30, 2024

► PROMOTION PERIOD

September 1–November 30, 2024



► For more details on the **RETARGETING MAIL PROMOTION**, scan the QR code or visit: postalpro.usps.com/promotions/retargeting

1

Direct Mail is a strategy, not just a channel.

At Square One, we can help you navigate the U.S. Postal System promotions, and design and deliver successful direct mail campaigns. All while pairing it with digital marketing and comprehensive tracking mechanisms.

Square One—your direct mail and USPS experts. [Download a PDF of the 2024 USPS Promotions and Incentives at: squareone.net/2024-USPS-Promotions](https://squareone.net/2024-USPS-Promotions)

DIRECT MAIL MARKETING »



NEW!

2024 Incentives for High-Volume Mailers



2024 High-Volume Mailers

The U.S. Postal Service (USPS) is launching a new way for mailers to save in 2024 with new incentive programs. The two new incentives are the First-Class Mail® Growth Incentive and a Marketing Mail® Growth Incentive. Both incentives encourage mailers to increase their year-over-year mail volume to receive a 30% postage credit for eligible future mailings.

► BASELINE VOLUME AND PERIOD

The mailer must meet registration requirements for these incentives, which include accepting a baseline volume for each incentive as determined by the U.S. Postal Service.

The baseline for each classification, as calculated by the USPS, is your total mail volume for that classification during the USPS fiscal year 2023 (October 1, 2022, through September 30, 2023).

1 If a mail owner mailed **at least one million qualifying mailpieces** in USPS FY 2023 within a mail class, then qualifying mail volume mailed in calendar year 2024 within the same mail class that **exceeds the USPS FY 2023 total** would be considered incremental volume and **eligible for a 30% postage credit**.

2 If a mail owner mailed **fewer than one million qualifying mailpieces** in USPS FY 2023 within a mail class, then qualifying mail volume mailed in calendar year 2024 that **exceeds one million** within the same mail class would be considered incremental volume and **eligible for a 30% postage credit**.

The USPS will calculate and award the credits at three points during the incentive:

- July 2024
- October 2024
- January 2025

► PROMOTION FEATURES **30% Postage Credit on Qualifying Mail Quantities**

► ELIGIBLE MAILPIECES FOR FIRST-CLASS MAIL GROWTH INCENTIVE INCLUDE:

- First-Class Mail presort letters
- First-Class Mail presort cards
- First-Class Mail presort flats

► ELIGIBLE MAILPIECES FOR MARKETING MAIL GROWTH INCENTIVE INCLUDE:

- Marketing Mail letters and HD/saturation letters
- Marketing Mail flats and HD/saturation flats
- Marketing Mail carrier routes
- Marketing Mail parcels and saturation parcels

► COMBINING WITH THE OTHER USPS PROMOTIONS

The First-Class Mail and Marketing Mail Growth Incentives can be combined with the other USPS promotions in 2024 for additional savings. The Mail Growth Incentive postage credits will be the final calculation after all other incentive and promotional discounts.

The incentives will run concurrently from **January 1, 2024, through December 31, 2024**. Mail Growth Incentive postage credits will **expire after December 31, 2025**.

► REGISTRATION PERIOD November 2023–June 2024








► PROMOTION PERIOD January–December 2024



► For more information on this **NEW PROMOTION, ELIGIBILITY, AND REQUIREMENTS**, ask your Square One sales rep, scan this QR code, or visit: postalpro.usps.com/msi/mgip

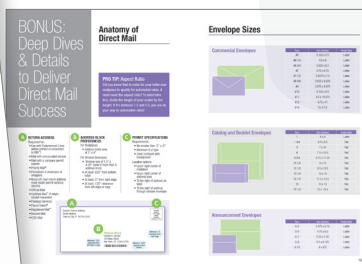


2024 Registration and Promotion Dates

	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024
 Personalized Color Transpromo	Dec 15 ▶		Feb 1 ▶					Jul 31 ◀					
 Tactile, Sensory, & Interactive	Dec 15 ▶		Feb 1 ▶					Jul 31 ◀					
 Emerging & Advanced Technology		Jan 1 ▶											Dec 31 ◀
 Reply Mail IMbA		Jan 1 ▶											Dec 31 ◀
 Informed Delivery							May 15 ▶						Dec 31 ◀
 Retargeting Promotion								Jun 15 ▶					Dec 31 ◀
 High-Volume Mailers									Aug 1 ▶				Dec 31 ◀
										Jul 15 ▶			Nov 30 ◀
										Sep 1 ▶			Nov 30 ◀
													Dec 31 ◀
													Dec 31 ◀

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You've got questions and we've got answers!

Request a complimentary copy of our **Direct Mail Marketer's Guide** TODAY.



Scan the QR code or visit:
sqone.net/marketing-guides/

Jim Davey: From Chief Marketing Executive to Chief Marketing Lecturer

Interview by Tim Sweeney

Jim Davey has led marketing at Hasbro, Timberland, and Paramount Consumer Products, among others. Now, the former CMO is teaching graduate students what he's learned. We picked his brain about the changing dynamics of marketing organizations and tried to steal a few lessons from the class he is teaching to the marketing professionals of tomorrow.

"To me, the headline for a marketer today, across any business, is complexity," says Jim Davey, a 30-year marketing professional who has served as the CMO or senior vice president of marketing for iconic brands such as Hasbro, Timberland, and Paramount Consumer Products. From his days as a brand manager for LEGO in

the mid-1990s to marketing leadership roles at Nickelodeon, Davey has seen his chosen profession evolve dramatically and rapidly. Regardless of the industry—whether it's been toys or "Timbs"—he's witnessed firsthand how new platforms, greater data, and increased personalization are demanding more varied skills and creating more areas to manage.





“There’s one specific development that has created overwhelming complexity for marketers at all levels, and that is how we’ve now scattered to millions of digital channels to view and engage with content versus just a few channels, which used to be the norm,” says Davey, who now runs his own marketing consulting group from Massachusetts. “The number of diverse channels we now must feed has driven the need for massive, specialized content development and distribution, more detailed analytics on media spending and optimization, and extra focus on the many shopper personas and journeys.”

Davey says this complexity requires specific strategies and frameworks to manage so that marketers can focus on the areas that will add the most value. It also means the skill sets required to staff a marketing team have expanded from primary core marketing skills and abilities to areas such as e-commerce, Amazon, performance marketing, fast-turn content production, social platform management, digital tools, and vendors.

“The list seems to expand every year,” Davey says. “And AI integration is on deck.”

His credentials as a marketing leader would be reason enough for an interview, but we also wanted to chat with Davey because he is now sharing his knowledge with future marketing pros. In 2022, he began serving as an adjunct lecturer for the MBA program at his alma mater, Boston College. We cornered him when he wasn’t teaching or consulting to ask him how the marketing profession has changed during his career and to see if we could pilfer a bit of new knowledge from what he’s imparting to the master’s students in his Strategic Brand Management course.

Q: You posted on LinkedIn recently about something that many of our readers can likely identify with—the propensity for marketing to inadvertently become complicated. In order to align on target, relevance, positioning, competitive set, and differentiators, you stressed the importance of asking yourself two questions: “Why do they need it?” and “Why do they need it from me?” But what do you think is often the cause of this inadvertent complexity?

Jim Davey: I continue to see this play out in my consulting practice where I see companies with differing views of the brand’s strategy struggle with misaligned campaigns and executions. It happens when new strategies are layered on top of current strategies on top of core strategies and then wrapped in overarching strategies, like a big burrito. That causes complexity when there needs to be prioritization. It’s like building a house where there are so many changes by so many parties over time that you can hardly recognize the initial blueprint and what was intended.

Q: Beyond asking those two simple questions you mentioned, what’s the solution to better prioritization?

It also means the skill sets required to staff a marketing team have expanded from primary core marketing skills and abilities to areas such as e-commerce, Amazon, performance marketing, fast-turn content production, social platform management, digital tools, and vendors.

JD: During my time across six companies during my career, I developed a process called the Brand Blueprint. The goal is to focus on how to align teams—product, marketing, retail, sales—in which customers matter, how we serve them, and how we win through differentiation. The Brand Blueprint links research and analysis to brand positioning to brand actions, so that everyone in the organization understands the path forward. Essentially, it’s an aligned brand strategy. Then, there’s at least something to check back to as new product, marketing, or distribution decisions are made to ensure consistency and make sure the blueprint is a working document.

Q: The MBA students in your Strategic Brand Management course at Boston College are preparing for careers in client- and agency-side marketing, as well as building, improving, analyzing, and buying and selling brands. What’s different about the students you teach today compared to when you started your career?

JD: Having grown up in a world where new information or specific answers are just a few clicks away, today’s students have far greater knowledge about the world, brands, >

marketing, and culture than previous generations. They're also used to frictionless and efficient online experiences as companies like Google, Amazon, and Apple keep raising the bar. The result is that they really know how to get things done efficiently. The challenge is knowing when to slow down, spend time [with], and dig deeper into areas that need more focus. One example is in communication skills like writing, responding, conversing, and presenting. It's so turnkey and efficient in so many ways now, but the best students are taking the time to learn how to be great communicators both on- and offline.

Q: In your course, you teach what you say are the “core elements” of brand management and the art and science that go into it. How did that art/science balance change how you led brands in recent years?

JD: It absolutely affected how I led brand marketing. The idea of art and science has never been more important, with the science side accelerating and pivoting every year. Where this has the biggest implication for a brand leader is the makeup of the team. With the exploding complexity and new skills needed, it's hard for one leader to have deep experience in dozens of areas, so the key is shaping the team so that there is expertise in all the right areas. The leader's role is then threefold: ensuring they have enough understanding of each area to help set strategies, bringing all the pieces together with the right mix of art and science, and getting the internal resources and alignment needed to be successful.

Q: On that note, how did the structure of your brand teams evolve in recent years?

JD: This goes back to our earlier discussion of transformation. Marketing and brand teams have transformed to mirror changing consumer wants and needs. As consumers get their content and make their purchase decisions across multiple channels, marketing teams have expanded to show up where their customers and prospects are. So that does mean more

expertise in influencer/social marketing, digital advertising, content creation, and analytics to understand if we're making the right media and creative choices. It's also “producers” in smaller companies who can do a little of everything.

Q: You have a section in your course about managing brands across countries and cultures. This is an area that some of today's working professionals might have had to learn on the fly as the world got more connected during their careers. Can you offer any advice to those people based on what you are imparting to your students in this area?

JD: In some places, global brand management is an entire course, so there's a lot there, but one of the things we focus on is how to identify where on the spectrum you want to be in your strategy—from fully global to fully local. As with every other part of marketing, it comes back to understanding your consumers. If they use

With the exploding complexity and new skills needed, it's hard for one leader to have deep experience in dozens of areas.

the product in similar ways and have similar needs, you have the potential for a very efficient global model where you can leverage the same products and marketing assets around the world. Apple iPhones or LEGO toys are good examples of this. If consumer wants and needs are different around the world, locally driven strategies are going to be important. Food or leisure or household products, which tend to vary more across countries, are examples of this. The key is always understanding which

elements of the marketing mix should be global and which should be local.

Q: I saw in your course syllabus that you have a module about how consumer values are shifting every year. How do you think young marketers need to prepare for this reality as they enter the workforce?

JD: The key is always being obsessed with how consumers are changing and the implications for your business. That needs to be part of your DNA as a marketer because the company expects you to be looking around the corner at what's next. Who knew that people would pay real money for digital items in a digital world, buy a car online, or choose a brand based on its values? Without consistently checking in with consumers, you're in danger of missing these changing signals. Glossier, the beauty company that launched in 2014, is a prime example of this. They have managed to maintain a strong and clear brand strategy, but they also have demonstrated an ability to pivot as commercial and consumer needs change. Look at IKEA, another brand we study. They have upended what constitutes “value” while somehow getting consumers to do the work of assembling their own furniture.

Q: I read somewhere that a surprising percentage of young people today want to have a career as an influencer. Are your students curious about this burgeoning influencer marketing world?

JD: It's definitely a thing, especially in the world of marketing. And it seems like a pretty cool gig—make fun content, get brands to pay you, and have a flexible life. I just don't think we know yet what an “influencer life cycle” looks like. Will you be as popular five years from now? Can you keep making hundreds of pieces of successful, engaging content each year? And how will TikTok affect the model, since you're often following your interests versus specific people? We'll see . . .

Q: I'm curious about multichannel creative development. What does multichannel

creative development mean to a graduate student in 2023 and into the future?

JD: It means understanding and managing what I call the “content supply chain.” We now think of supply chain with regards to products: get orders from retailers (or consumers), figure out what factory to make them in, make a quality product, then ship the right products to the right places. We need the same mentality for content: figure out what to make based on consumer needs (ads, videos, social, e-com), figure out where to make it (internal, external, local), then send customized assets to the many distribution points for consumption (social platforms, streaming TV, YouTube, Amazon). Marketers who can help make the content supply chain work will be in demand.

Q: You are currently working on a book about marketing efforts that have gone awry. Can you explain the project?

JD: There are zillions of books and articles and videos about “best practices” and “success stories,” but very little on marketing mistakes. Unlike the medical community or the engineering community or the military, we don’t seem to share and learn from our mistakes, so we end up repeating them with each generation. The book will be based on interviews with marketers who have a combined 1,000+ years of experience and are sharing their marketing miscues (anonymously) and analyzing what they would have done differently. Hopefully, we

There are zillions of books and articles and videos about “best practices” and “success stories,” but very little on marketing mistakes.

can all learn from these stories and not make the same mistakes ourselves.

Q: Do you feel there is more to learn from the moments that go awry?

JD: Absolutely. But when they happen to you, it could be devastating to your business, your clients, and your career. Sometimes they are unrecoverable, so why not learn from someone else’s mistakes and still get the learnings, the way doctors and engineers do? To learn from mistakes doesn’t mean it has to be your mistake.

Q: What have you uncovered in the interviews thus far? Any teases you can give us?

JD: One thing I can tell you already is that most of the 100 marketing mistake stories I’ve heard so far track back to six or seven different root causes. If we can have our radar up for those situations, I think we can eliminate a lot of marketing fails, misspent budgets, corporate frustration, and personal heartache. Stay tuned . . .

Q: Where can we follow the book’s development?

JD: You can follow me at [LinkedIn.com/in/jimdaveymarketing](https://www.linkedin.com/in/jimdaveymarketing) for updates on the book and more marketing-related thoughts. ■

BACK TO BASICS: Jim Davey’s 3 Questions for Marketers to Ask Themselves

Having worked in leadership marketing roles for entertainment, outdoor, and toy brands, I’m often asked how my approach changed when I moved from one industry to another. Of course, each industry (and brand) has its own unique challenges and opportunities, but there are three brand-building questions I always asked myself regardless of the industry I was in or the brand we were building.

1 Who are we for?

It’s amazing how much misalignment and confusion there can be inside a brand about the customers you want to be targeting.

2 What do we know about them?

Without this detailed information, no marketing or product or retail plan can be successfully created.

3 How are we relevant and different?

You absolutely must understand the positioning of your brand—product, service, marketing, and experience—in a way that is relevant to the audience and differentiated from competition.

These are easy questions to ask, but usually difficult to answer unless you have the core consumer research to prove (or disprove) your hypotheses. If you are at a crossroads on your own brand-building work, try starting with these basics.

Brands We Love 

Pantone's 2024 Color of the Year: Peach Fuzz

“**M**ay you live in interesting times” can be seen as a blessing or a curse. The “highly unusual times we continue to find ourselves in,” according to Vice President Laurie Pressman, shaped the Pantone Color Institute’s selection of its 2024 Color of the Year, Peach Fuzz.

Pressman describes Peach Fuzz as “nestled between pink and orange.” “Heartfelt,” “nurturing,” “comforting,” “compassionate,” and “welcoming” are other words she uses in discussing the soft, warm shade. It won’t jump out at you from a store shelf or a newsstand the way the previous two Colors of the Year, 2023’s Viva Magenta and 2022’s Very Peri, might. Instead, it quietly invites you to come closer and get to know it better.

Warm and Fuzzy

Viva Magenta was described as “expressive of a new signal of strength.” Very Peri, the first-ever hue Pantone created specifically for its Color of the Year, was deemed as having a “spritely, joyous attitude and dynamic presence.” While those colors

were vivacious and bold, Peach Fuzz taps into what Pressman says is “an increased focus on community and people across the world reframing how they want to live and evaluating what is important: that being the comfort of being close to those we love.” You’d have to go back to the 2016 Color of the Year—which was actually two colors, Rose Quartz and the dreamy blue Serenity—to find a selection that emphasized tranquility and comfort to a similar degree. Pantone Color Institute’s executive director at the time, Leatrice Eiseman, said that the two colors reflected “connection and wellness as well as a soothing sense of order and peace.”

That description could apply to Peach Fuzz as well. More than the cooler-in-tone Rose Quartz and Serenity, though, this year’s color is warm and intimate, ideal for brands that want to communicate a sense of closeness and caring. Motorola, an official partner of the Pantone Color of the Year, plays this up with the Peach Fuzz edition of its Razr phone, which it says highlights “the importance of shared

Pantone-Created Color Harmonies

PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE
14-4419 Peach Fuzz	15-2023 Peach Fuzz	13-2015 Honey Peach	12-5011 Peach Puree	15-1520 Peach Pink	15-1461 Georgia Peach	15-1429 Peach Blossom
14-4419 Peach Fuzz	15-2023 Peach Fuzz	13-2015 Honey Peach	12-5011 Peach Puree	15-1520 Peach Pink	15-1461 Georgia Peach	15-1429 Peach Blossom

Peach Plethora

PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE
15-1450 Blended Apricot	13-1023 Peach Fuzz	15-1439 Marzipan	15-1419 Apricot	12-1408 Almond Breeze	15-2171 Grapeade	15-1842 Seltaine
15-1450 Blended Apricot	13-1023 Peach Fuzz	15-1439 Marzipan	15-1419 Apricot	12-1408 Almond Breeze	15-2171 Grapeade	15-1842 Seltaine

Libations

PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE	PANTONE
17-2034 Pure Verano	15-2217 Avian Pink	13-1023 Peach Fuzz	15-1100 Dining Orange	14-4416 Berries	16-5131 Blue	19-4050 Natural Blue
17-2034 Pure Verano	15-2217 Avian Pink	13-1023 Peach Fuzz	15-1100 Dining Orange	14-4416 Berries	16-5131 Blue	19-4050 Natural Blue

Pairings

moments to build connections.” Fellow official partner Polaroid, referring to its limited-edition i-Type film pack, which surrounds photographic images with a Peach Fuzz border, declares that the hue “helps photographers incorporate colorful feelings of togetherness and comfort into their craft.” Insurance companies, day care centers, and veterinarians are just a few of the other businesses that might consider incorporating the color into their palette.

Peach Fuzz’s gentle warmth, what Pressman calls its “message of caring and sharing,” also appeals to a sense of altruism and idealism, making it useful for cause marketing. For that reason, it’s especially fitting that Cariuma is once again the Pantone Color of the Year’s official footwear partner, offering four styles that pair Peach Fuzz with white. Sustainability is a cornerstone of Cariuma’s brand; among other initiatives, it plants two trees in the Brazilian rainforest for every pair of sneakers it sells— and it has planted more than two million trees so far.

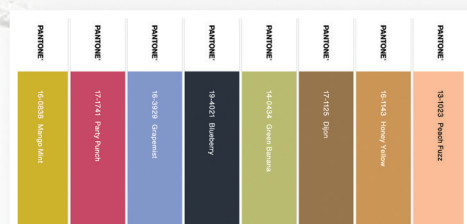
Sophisticated Too

While the pinky-orange hue and even its name evoke soft, sweet comfort, Peach Fuzz “is a more versatile shade than one might imagine,” Pressman insists. Yet another Color of the Year 2024 partner, cosmetics company Shades By Shan references that versatility with its Lip Shine, noting that the limited-edition product “enhances every individual’s warmth and natural beauty,” regardless of skin tone.

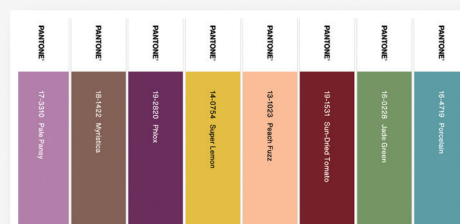
For its part, Pantone has created five palettes that include the color among various other hues, to differing effects.

The **Peach Plethora** palette is what you’d expect: a range of peachy shades, from off-white Pristine to full-blown Georgia Peach, for maximizing the openness and friendliness of Peach Fuzz. Other palettes spotlight other aspects and potential uses of the Color of the Year. The **Libations** palette, for instance, complements Peach Fuzz with more urbane colors such as yellow-brown Sauterne, red-brown Marsala, and muted-violet Grapeade, playing up its “quiet luxury” affinity. With its pinks, oranges, blues, and blue greens, the **Pairings** palette underscores the playful, youthful elements of Peach Fuzz. More eclectic are the **Flavor-Full** and **Hybrid Hues** palettes. The former, which runs the gamut from deep Blueberry to quiet Green Banana, “lends itself to complex and engaging color combinations,” according to Pantone. The latter consists of colors such as Jade Green and the purplish-brown Myristica, which wouldn’t seem to work with Peach Fuzz, but nonetheless do.

All of which supports Pressman’s contention that Peach Fuzz is indeed versatile, even chameleonlike. It can hint at nostalgia—suitable for a time when grandmillennial coziness continues to be in vogue and art deco sleekness is making a comeback. Yet it has a “gentle lightness and airy presence that lifts us into the future,” as Pressman says, and it can lend an analog warmth to cool digital assets. It can skew sophisticated or sweet, aspirational or accessible, all while demonstrating that a whisper can be at least as attention-grabbing as a shout. And what brand or business doesn’t want to make use of a color like that? ■



Flavor-Full



Hybrid Hues

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What's in a

REBRAND?



By Sherry Chiger

BRAND

GOAL

CHANGE

COSTS

IMPACT

MARKETING STRATEGY

IDENTITY

REPUTATION

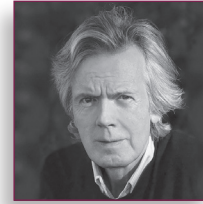




Jason Cieslak
President,
Pacific Rim



Jim Heininger
Principal,
Rebranding Experts



Roger van den Bergh
Founding Partner,
Onoma

When is a rebranding not a rebranding? When it's a redesign or a repositioning. If that seems somewhat unclear, it's because many people are unclear regarding what differentiates a rebranding from those less intensive efforts. Numerous companies and trade publications refer to a redesigned logo or an attempt to expand to a different audience, for instance, as rebranding. Brand marketing experts, however, insist that a rebrand is much more.

"Any time you're in need of, or aspire to tell, a new story to the world, that's a rebrand," says **Jason Cieslak, President, Pacific Rim** for brand strategy firm Siegel+Gale. "When you're communicating what's changed, what's different about what you're doing in the world, and why people should care."

Jim Heininger, Principal of agency **Rebranding Experts**, has a more formal definition: "We believe rebranding is the deliberate and systematic process of creating an inspired, forward-facing organization ready to grasp opportunity through the alignment and dynamic portrayal of your unique differentiators to customers. Rebranding means updating or repositioning your core customer promise, the essence of what makes you different."

The Why and When of Rebranding

Rebranding Experts offers a simple matrix to distinguish a rebrand from a redesign or a repositioning:

- A **redesign** focuses on refreshing visual elements such as the logo, typography, and brand imagery. Updating the tagline might be an element as well. With a visual redesign, the refreshed logo or packaging might be an end in and of itself—for instance, Buick simplified

its somewhat fussy red, blue, and silver logo to a sleeker black-and-white logo in large part to signify what it calls "an electric future."

- A **repositioning** typically (though not always) incorporates the above, along with reimagining the customer experience and what Heininger dubs "the brand essence." He considers the 2021 move by Victoria's Secret to appeal to a wider swath of women as a repositioning. Part of its strategy was to feature women of all sizes in its advertisements and to downplay its Angels walking runways in scanty lingerie. (Interestingly, the company seems to be walking back from that repositioning and toward a re-repositioning.)
- A **rebrand** usually encompasses all the above, and then some. The company's mission and vision, its culture, and often even its name are reconsidered and redefined, if not outright overhauled. While a redesign is design oriented by nature and a repositioning is marketing focused, a rebranding is an organization-wide strategy.

Given all that it entails, the decision to rebrand is not one to make lightly. "It's not like putting a Band-Aid on," says **Roger van den Bergh**, a **founding partner** of brand identity design firm **Onoma**. "It's a very structural process. It requires time and discipline."

Sometimes legalities mandate a rebranding—another organization might already have copyrighted similar names or visual elements, say. Or if a company is planning to go up for sale, "they can use corporate identity as a tool to improve its perception as an attractive proposition," van den Bergh says.

Other times mergers, acquisitions, or spin-offs necessitate creating a new brand from the remains of the previous one. For instance, after the US team of global coaching corporation BPI Group completed a buyout, Rebranding Experts "worked with their leadership team over months to distill their core brand promise: that good coaching helps ignite bolder futures," Heininger recalls. From there they came up with the name Bravanti, a fusion of *brave* and *avanti*, "to go courageously forward," he says. "It struck this emotional note with them that this is how they want to be perceived, and it stood for something that was never expressed within that industry." A new visual identity, featuring colors as bright and bold as the futures the company promised, accompanied the rebranding, as did the expansion of its services.



A related reason for a rebrand: "When a company decides it's going in a new direction," Cieslak says. "Maybe you're creating a new breakthrough product that changes how the world perceives you." He adds that rebranding can also be "a powerful tool for recruitment and employee retention and attraction. Brand is not just for customers." Think of the U.S. Army's "Be all you can be" messaging, which it recently redefined as part of its 2023 rebranding. According to

its revamped website, you can now “serve your way” and “be part of the Army’s well-rounded force while pursuing your unique career and life goals,” accentuating flexibility and the “what’s in it for you” selling proposition.

And of course, businesses turn to rebranding when they need to increase revenue and believe that the audience’s perception of the brand is the reason sales have stalled. For a rebranding to succeed, however, it’s not enough to simply “believe” that brand perception is the reason. There must be data to back up that belief.

Research Begets Strategy

“It’s imperative before you do anything that management and marketing agree as to why they need a new corporate identity,” van den Bergh notes. This is why research—intensive and extensive, internal and external—is the foundation of a successful rebrand. “One of the initial steps is to understand what your brand stands for and what is the end result your customer will experience,” Heininger says.

Too often, what a company thinks its brand represents and what its target market thinks the brand represents are two distinct things. In fact, sometimes even the C-suite and the rest of the staff have differing perceptions. Alternatively, the organization and the audience might have the same perception of the brand—but it’s not one that appeals to the audience or fills a gap in the marketplace.

Only after analyzing the market landscape and competitors, conducting audience segmentation, undertaking customer research, and surveying employees can a business gain a clear, data-based picture of what it stands for, what others think it stands for, and what it should stand for going forward.

It’s imperative before you do anything that management and marketing agree as to why they need a new corporate identity.

Once an organization begins strategizing, however, it must look beyond the face value of the data. When it comes to the new positioning and messaging, “it’s not just the facts and the product benefits but also the emotional connection,” Heininger says. “That allows you to redefine your customer promise, make it more relatable and relevant for customers going forward.”

For instance, during the research stage of the YMCA’s 2010 rebranding, Siegel+Gale found that roughly two-thirds of people surveyed felt the quality of life in their community had declined during the previous year, and only 51 percent were optimistic it would improve. The YMCA took this to indicate that it needed to make clear its offerings extended far beyond swimming and gymnastics. Subsequently, it not only unveiled a new logo and shortened name (according to its marketing materials, “since everyone already calls us ‘the Y,’ let’s do the same”) but also reframed its offerings. “We are simplifying how we describe the programs we offer so that it

is immediately apparent that everything we do is designed to nurture the potential of children and teens, improve health and well-being, and support our neighbors and the larger community,” the Y stated in a press release. Today on the Y’s website, children’s classes and camps fall under “youth development,” in which they “help young people to grow into healthy, thriving adults.” In addition to providing fitness classes, “the Y also collaborates with community leaders to bring healthy living within reach of all people.” The rebrand resulted in a sixfold leap in web searches and a significant increase in donations, among other benefits.

With its rebranding, the Y made sure to retain the elements its audience appreciated—it didn’t cancel swimming and gymnastics, after all. “You need to work from the strong brand equities you have,” Heininger notes. “Let go of the weaker elements. Work from the core and determine how to make it work for the future without alienating all the customer loyalty you had previously.”

While the Y always represented accessible programs to benefit the community, the research indicated how the organization could hone its mission and, just as importantly, better communicate that purpose. Research guided the strategy behind the rebrand, which in turn informed the brand positioning and messaging, all the way down to the elements of the visual redesign, which van den Bergh calls “the icing on the cake—simply translating the strategy.” Or, as Cieslak puts it, “Design is hard to miss, which is what makes it a strategic tool. But it’s just a signal; the story is something different.”

Cultural Shifts

It’s not enough for the CEO and the president of marketing to sign off on the strategy. “It should be very clear from the management perspective and the employee perspective that everyone is





FEEDBACK

on the right page and there's a cohesive approach to this exercise," says van den Bergh. Expect a fair amount of debate before the strategy is approved and communicated—this part of the process is a major reason a rebranding typically takes 9 to 18 months.

And once the strategy has been approved, "the next challenge will emerge: the implementation," van den Bergh continues. "That's usually the phase where it goes well or it derails."

Arguably the biggest cause of rebranding derailments is failing to ensure that the organization's culture changes in keeping with the new brand promise, positioning, and offerings. "The best brands in the world are built from the inside out," Cieslak insists. "A big mistake companies make is they don't focus on the inside of the organization."

Microsoft's cultural shift under Satya Nadella, who became CEO in 2014 and chairman in 2021, is considered a textbook example of a corporation that successfully changed its culture to serve its rebranding. To reposition itself as a customer-oriented rather than technology-oriented organization, Microsoft sought out customer feedback earlier and at multiple points throughout the product development process; introduced weeklong "hackathons" that brought together employees and interns throughout the organization to innovate together on concepts of their own choosing; and to facilitate greater agility, emphasized internal networks over divisional silos. According to global

executive search firm ChapmanCG, "reward and performance were also linked more to business impact versus activity, looking at what employees were achieving and how they work with others."

And while many organizations focus on communicating the elements of their rebrand to customers, prospects, and the media, they fall short in ensuring that members of the team understand it. One all-teams meeting and a handout are not enough. For one thing, it's impossible to communicate the rationale, causes of, and expected effects of a rebrand this quickly and easily. For another, if employees are simply presented with the rebrand as a done deal and sent on their way, they're unlikely to feel fully committed to it. It's important to invite and respond to their feedback throughout the process, beginning with the research stage. They're the ones ultimately responsible for communicating, via words and actions, the rebrand to its audience, so a rebrand cannot succeed without their understanding and buy-in.

Fortune Rewards the Bold

Organizations too often expect their rebrands to receive a universally rapturous reception. "Executives think it's a big deal and the world's going to change and the world is waiting for this, and it's not," Cieslak says.

At the same time, "so many C-suite executives are afraid to be bold and be something different," Cieslak adds. Numerous companies get cold feet and rein in their rebrands, until the result is

little more than a shadow of the original strategy, with the visual redesign the only apparent element.

Siegel+Gale's rebranding of CVS Caremark to CVS Health shows the importance of going big and following through. As part of its commitment to provide health and wellness services beyond filling prescriptions, in 2014 CVS stopped selling tobacco products in its more than 7,400 stores across the United States. CVS estimated this would cost the company \$2 billion in annual revenue, which translated to about 1.4 percent of its previous year's revenue of more than \$139.3 billion. Instead, the positive press and social media buzz the decision generated, along with the expansion of its walk-in medical clinics, smoking-cessation programs, and other offerings, resulted in a 5.5 percent increase in same-store sales year over year, more than making up for the lost tobacco sales. It also demonstrated that the accompanying visual redesign, including the introduction of the "health heart" logo, truly represented something core to the improved CVS. "It was a strategic move to shift their business," Cieslak says. "It also made other healthcare-delivery people rethink their businesses and their value propositions."

"Companies aren't aspiration oriented enough when it comes to rebranding," Heining says. "You want to lean into it and create a brand that's going to support your growth for decades to come."

Or, as Cieslak puts it, "Why spend the money and time inherent in a rebrand just to put out a whimper?" ■

Event Trends You'll See in 2024

1 PERSONALIZED, CUSTOMIZED EXPERIENCES

Using data-driven insights and technology, event organizers can suggest event content, networking opportunities, and sessions that align with the preferences of each attendee—based on shared interests, industry backgrounds, and their expressed reasons for attending the event.

This strategy of scalable personalization further extends to creating complete, customized “suggested” agendas. This enables attendees to optimize their time at the event, ensuring they engage in sessions and activities that best match their professional growth and areas of interest.

BREAKOUT EVENTS

4 MICRO-EVENTS

Micro-events are small, focused, invitation-only events that typically have fewer than 100 attendees. These events are becoming increasingly popular because they offer a more intimate and engaging experience for attendees. Micro-events tend to be local or regional in nature, and organizers place importance on creating well thought-out invitee lists and opportunities for attendees to network.

2 HOLOGRAPHIC SPEAKERS

You've probably seen 3D holographic video and exhibition displays at events, but we're entering a new dimension, where speakers are using cutting-edge technology to present with 3D immersive experiences on stage.

We will also see the rise of hologram and HoloPresence technology, making it possible to have a holographic speaker livestreamed on stage from a remote location—saving on travel costs and speaker fees, as well as aligning with sustainable movements for event production. Imagine a sought-after speaker being able to present in Chicago on Friday afternoon and Orlando on Friday night—without boarding an airplane.

Online visitors also benefit from this technology. They can watch the speaker's avatar in a digital environment while the in-person audience will see the hologram live onstage. And yes, they can engage in live conversation with the audience—think Star Trek technology for conference organizers!

3 LOUNGES AND COMFY SPACES

The past year brought a noticeable and welcomed change, with exhibitions designating a substantial portion of their space as lounges. This emerging trend, expected to continue in 2024, aims to cultivate trust and encourage authentic, amicable conversations that resemble collaborative interactions rather than traditional sales presentations or pitches. According to attendees, it's working!

5 POP-UP EVENTS

Pop-up events are temporary events that are typically held in unique and unexpected locations. These events can work for any industry and are often used to launch new products, promote brand awareness and engagement, create buzz around a particular topic, or do market research.

Solve, a Minneapolis-based creative agency, wanted to revamp its summer intern hiring process. They embarked on a college-campus road trip with a small-scale, traveling pop-up replica of their office, complete with a reception area. Students were given a five-minute challenge based on their area of interest. Applicants who excelled at the mini interview were invited to interview for a real internship on the spot. The goal was to increase applications to their internship program—and they tripled their numbers!

6 EXPERIENTIAL EVENTS

Experiential events can take on many forms and are intended to focus on creating unique, memorable, and often educational experiences for attendees. These events can be used to bring audiences into environments they may not otherwise experience. Often-overlooked ideas include office- or manufacturing-environment open houses, highly interactive campus tours, or events that showcase your products in a way that allows the audience to completely interact with them. Experiential events can extend to hiring open houses, a local “high school day” for graduating students to experience your company, or a wine tasting to showcase a new product. ■

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(A 2023 Winterberry Group Survey)

Source: 2023 Winterberry Group Survey
<https://www.winterberrygroup.com/direct-mail-in-the-us-whitepaper-sept-2023>

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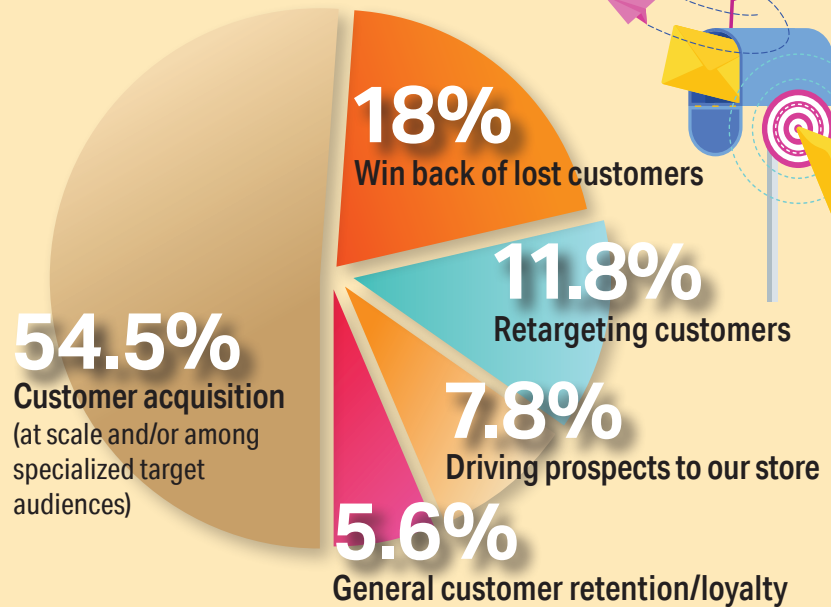
53% of marketers are shifting to more **personalized content** over the next year.



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39% of responding organizations said they are **taking steps to better integrate direct mail with other marketing channels** and are seeing **benefits** from doing so.

36% of marketers cite **enhanced targeting ability** and **34%** cite increased **personalization ability** as core drivers for **increasing direct mail spend** over the next year.