



How To Deliver
**The Best Value
For Your National
Signage Program**



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For a big business that operates nationwide, it's a big task replacing or updating their signage at each store. There may be many reasons that a company might update or replace it's signage:

- Mergers and acquisitions resulting in a rebrand
- A brand refresh – most corporate brands have a lifecycle of 7- 10 years
- A freshen up of your store design
- Replacement of old and tired signs

Whatever the reason, undertaking a major signage program can be a time- consuming, expensive and complex prospect. This white paper aims to give you a good understanding of the process, risks, resources and knowledge you will need to run a successful program - and where you can go to for help.



How To Correctly Measure Success

Ensuring meaningful measures are taken on all projects is important, and all too often companies base their performance indicators on things that are easy to measure instead of those that truly indicate success. Some organisations do not measure outcome at all, meaning it is impossible to define whether the rebrand worked or not.

A successful sign program will deliver some or all the following key outcomes:

- **Brand consistency** – all of your stores are immediately recognisable and “on brand.”
- **Customer communication** – your customers will be excited about the new brand and its values and feel connected
- **Value for money** – did you invest in quality products that will last for the life of the branding, at the best possible market price?
- **Speed to market** – you must ensure no stores are left behind, and that the rebranding does not leave some stores seeming outdated for too long
- **Risk management** – you will need to manage and coordinate quality control, organisational health and safety, any work permits, permissions, certificates, defects and warranties.

So, you know what needs to be done, and how you are going to measure its success. Now, how exactly do you go about getting things started?

Step 1: Get The Team Together

A sign program has many stakeholders, all of whom will have different vested interests in the programme of work. Here are some examples:

STAKEHOLDER	CARES MOST ABOUT
Brand/Marketing Manager/Design	Brand Consistency Effective design Presentation of the brand over the lifecycle
Property/Construction Manager	Easy of implementation Advice of best solutions Risk management Value
Facilities/maintenance manager	Lower costs for a tight R&M budget Speed of response Fewer outages
Procurement manager	Price Risk management Ability Accreditations

If you can form a team that includes these stakeholders from the outset, you can ensure that the whole company's goals are defined and understood from the get-go. This will help you to avoid costly, and time-consuming delays as the project unfolds.



First team meeting

- Set the collective goals
- Decide how long the brand will need to last
- Set a preliminary time line
- Set a preliminary budget
- Allocate resources, internal and or external to run the program

Resources required

- Designers
- Auditors
- Town planners
- Engineers
- Project Managers
- Procurement specialists
- Sign Manufacturers
- Installers

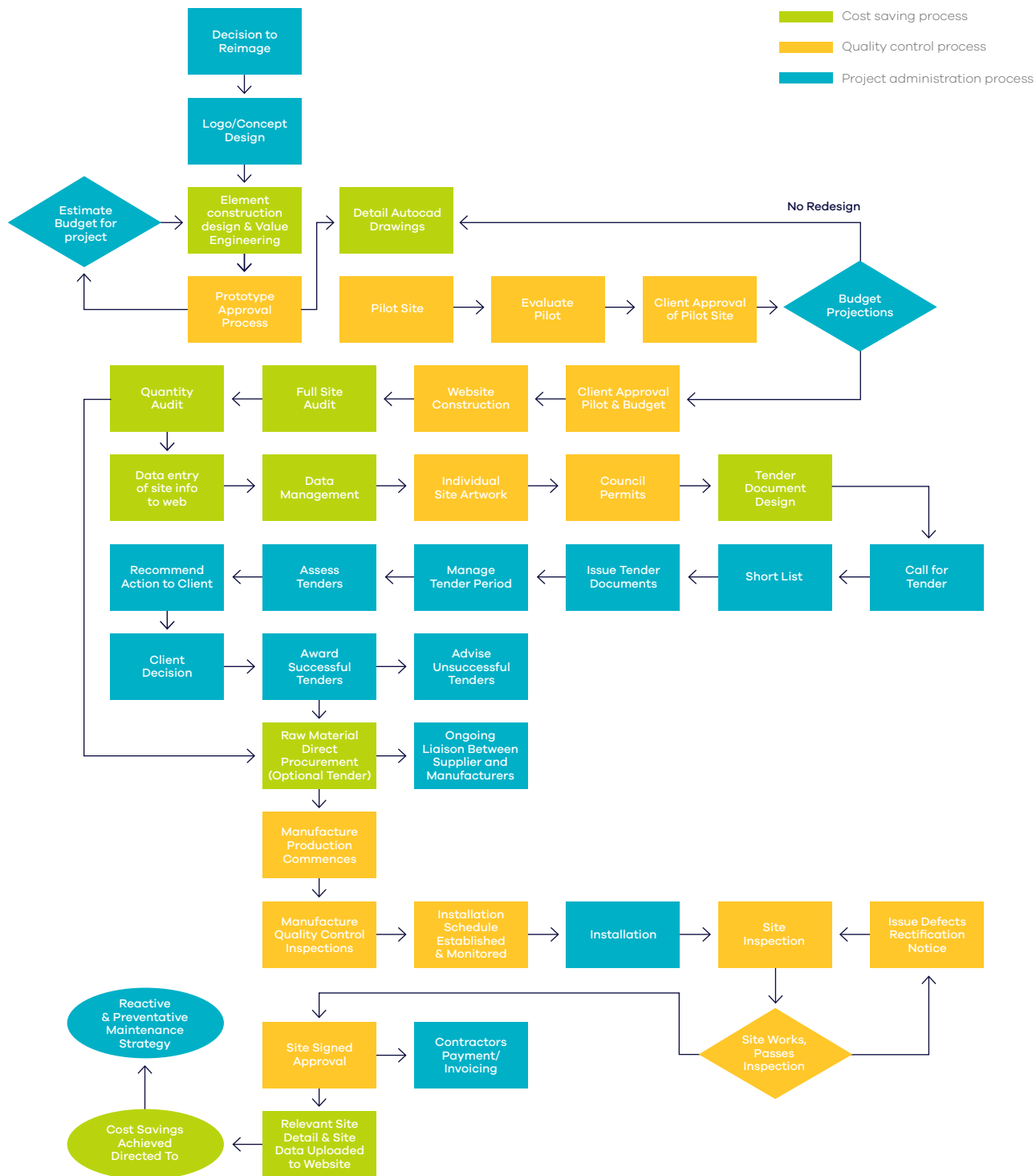
When deciding whether to run this program using internal resources or looking for a specialist consultant to help, ask yourself the following questions.

1. Do I have spare internal resources that could work on this project?
2. Do they have specialist knowledge in the design, manufacture and installation of signs?
3. Do we understand the risks associated with a project of this type and how to mitigate them?
4. Do we have relationships with a network of specialist resources required to deliver the project?

Most companies have an incumbent sign company working for them but including this incumbent too early in the process can stifle the project delivery through limited capacity and reduces your opportunity to go to the market for the best value. Only once the project planning, design, permitting and scope of works are completed, are you in the best position to go to the market and include your incumbent supplier.

Step 2: Understand The Process

The diagram below shows a typical process for a national signage program. This model is much like a mini construction project at multiple sites, each requiring many different processes and skilled resources to be coordinated to achieve a successful outcome.



Step 3: Getting the best value for money

There are several stages of a sign program that are key opportunities to ensure you are achieving the best value for money.



Design and Prototyping

A sign with quality components, that is quick and easy to build and easy to maintain is a lot cheaper than a complex sign with cheap components. It will perform longer and also be a lot easier to install and a lot cheaper to service. A well designed sign family can bring saving in excess of 30% to your sign program.



Understanding the Supply Chain

The sign industry is multi-tiered with component suppliers, manufacturing wholesalers, national, state wide and local sign companies. Planning a rollout methodology that cuts through the layers of outsourcing and dealing directly with the actual service providers can remove a lot of layers of mark up for your sign program.



Direct Procurement of Major Components

When a manufacturing company purchases a component to build a sign, they treat it as a cost of sale and apply a mark-up. If your sign program is large enough, you could consider sourcing components at a program rate from a pool of suitable component suppliers. Supplying these components as free issue to the manufacturers reduces your costs and has the added value of ensuring the quality of the components being used.



Complete Scope of Works vs Schedule of Rates

Many RFQs are based around a schedule of rates for standard items and services. Typically, the cost of a sign program is made up of 40% standard sign items and 60% non-standard signs and other site specific costs such as access equipment, permits, engineering, travel, OH&S compliance etc. As no two sites are the same, it is impossible to capture these costs in a schedule of standard rates. To achieve best market value, a full scope of works should be produced for each site and an all-inclusive cost per site tendered. This will provide a competitive bid scenario for 100% of the spend.

Step 4: **Managing Risk**

There are several major areas of risk of failure during a sign program. Knowing what they are, when they can occur and how to mitigate the risks goes a long way to delivering a successful program.

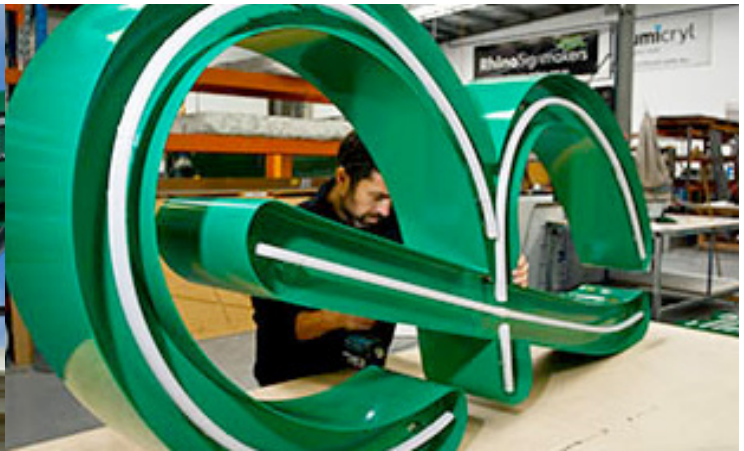
- **Component selection** – select components that are proven in the marketplace and have a comprehensive warranty
- **Quality control** – check that you are getting exactly what you have specified
- **Council and Landlord Approvals** – most signs require planning permits and a building DA
- **Engineering** – all structural components need to be certified by an engineer
- **OH&S** – SWMS and JSA are required for every installation
- **Electrical Certification** – All electrical work needs to be certified by a registered electrician
- **Document Management and Communication** – Ensure everyone has the latest information at the right time



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Get Help From SignManager



SignManager are independent consultants who help large corporations improve the way they manage their branded assets across all their stores and facilities.

Some of the benefits of outsourcing your sign program include:

Brand And Marketing Managers benefit from a single point of control to ensure the brand is consistently applied across their national and international presence. You may also wish to set up systems to manage the brand throughout its lifecycle.

Property And Construction Managers benefit from having a single point of contact to assist their team. This can provide expertise, a national network of resources, and access to specialist systems to make implementing signage projects simpler. They will also see improved quality control processes, better risk management, a more flexible supply chain and achieve the best market value.

Facility Managers benefit from quicker response times from a national network of service-providers and lower costs through the intelligent use of asset data and mobile tools.

Procurement Managers are empowered to achieve the best market value for their full Capex and Opex budgets.

SignManager provide a mechanism for a competitive bid process for 100% of the spend, rather than just the 60% made up of standard products and services. We can also help you cut costs through improved product design, better buying behaviour and strategic spend analysis.



If you'd like our help with a strategy to better manage your signage and branding requirements, simply email us at info@signmanager.com.au

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