

AT&T Canada to Allstream Brand Transition

Situation and Opportunity

- Transition initiative was driven by a declaration by AT&T Corporation that it would divest itself of operations in Canada. AT&T Canada announced intent to set up a new corporate entity in the Canadian communications industry.
- There were legal requirements to launch the new corporate identity and substantially complete the transition by a specific date or face financial penalties.
- Sandra May Greefkes, was a senior marketing program manager at Allstream when she was asked to lead the implementation project.



Scope and Expectations

- Launch the new corporate identity and substantially transition to the new brand by a legally required date.
- Leverage the launch of the new brand to bring four separate business groups together into one operating unit.
- Transition all instances of AT&T Canada and other historically branded assets that remained as a result of previous mergers and acquisitions.
- Branded assets included: collateral to advertising, business cards to contracts, building signage to billboards, vehicular fleet to manhole covers and everything in between.

Deliverables and Services

- Transition scoping, project planning and overall project management, post-launch brand audit.
- Provide strategic insight to leverage the brand transition to engage employees and bring disparate business groups together.
- Thoroughly and rigorously uncover all branded assets and put into place a decision making process to effectively manage scope, time, quality and cost.



AT&T Canada to Allstream Brand Transition

Results and Accolades

Angie Specic, Director of Marketing Communications, Allstream

“Sandra’s leadership was essential to achieving the financial, customer and employee objectives. Her skills and inspiration across the transition phases and complex work environment involving vendors, consultants, executives and employees ensured we established and successfully transitioned to our new brand.”

1 Exceeded legal requirements: launched almost 3 months ahead of schedule.

Allstream Annual Report

“The Company launched its new brand name "Allstream" ...almost three months ahead of the required date.”

2 Enabled smarter decisions: project was completed significantly under budget.

Allstream Annual Report

“The Company spent \$15.5 million on rebranding activities, including marketing and media costs for on-air advertising campaigns, changes to signage and changes to internal and customer facing systems.”

3 One company: integration of four separate business units

John McLennan, Vice Chairman and Chief Executive Officer, Allstream

Source: The Wall Street Transcript: in-depth interviews for investors

“Over the last 36 months, we have really been working hard to combine and bring those four separate business groups together into one operating unit. What we've really done is we've taken the opportunity of rebranding our company to really consolidate all of these separate functional groups into one enterprise solutions company. “

4 Quickly establish customer awareness: solid progress within 6 months of launch

Allstream Annual Report

“For the nine months ended December 31, 2003. Independent research and feedback from customers indicates that progress has already been made with regard to the brand attributes of being innovative, agile and collaborative partners.”