

a branded world

PODCAST

with
Luiza Campos



019 | MARK'S DAVID LUI AND WHY YOU
SHOULDN'T WAIT UNTIL YOU HIT A LOW
POINT TO REBRAND

EPISODE TRANSCRIPT

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A BRANDED WORLD PODCAST – 019 | MARK'S DAVID LUI AND WHY YOU SHOULDN'T WAIT UNTIL YOU HIT A LOW POINT TO REBRAND

Luiza Campos:	00:00	You're listening to a branded world podcast, episode number 19.
Announcer:	00:08	Welcome to a branded world podcast where we explore great brands and give you tips, tools, hacks, and guides to create brands that captivate clients and drive growth and revenue. Now, your host, Luiza Campos.
Luiza Campos:	00:27	Hello everyone and welcome to another episode of a branded world. A branded world is a member of the Alberta podcast network, powered by ATB talking about ATB. I don't know if many of you know this, but if you have a brand new business that you've registered in 2017, you can bank for free at ATB, so this is really worth you checking out if you have, as I said, a business that you registered in 2017, go to ATB dot com slash forward free banking to find out the details. This is yet another great example of how ATB is helping our local start-ups. So again, check it out. ATB dotcom slash forward free banking if you have a business that he registered in 2017. Now I'm very excited about today's episode. I've interviewed David Lui, the VP of marketing for Mark's at Canadian Tire Corporation. Now, if you're not from Canada, I'm not sure if you'll be familiar with the marks brand, but if you are, you are very familiar with this brand.
Luiza Campos:	01:37	It has been around for a long time and he has retail stores all over the country as well as of course, a very strong online presence and retail store. Now. David has over 25 years of experiencing the retailing and marketing industry and has many accolades to his name and has done amazing work, including which is the focus of our conversation today, including the recent rebrand that he did for marks and we'll dive deep into why they did the rebrand. Some of the results that they've received were some of the things that they were looking to do with this rebrand and how implemented this new brand internally. Now you can imagine that this is a difficult thing to do and you'll hear more details from David, but having a retail stores and hundreds of reach still stores across the country. It can be really difficult to implement a brand.
Luiza Campos:	02:39	Not to mention the thousands of staff that they have and it's a lot harder to implement. A brand and all the details

around this brand when you have the bricks and mortar stores as I mentioned, rather than just an online presence. So this is a very interesting episode than I am sure you will enjoy and there is a lot of really tips and at the end please make sure you go to a branded world podcast dotcom. As in the show notes, David allowed us to share a lot of the details that formed part of their brand platform. So make sure you go to a branded world podcast.com and check out the show notes for episode 19. Will you will find their brand platform, as I mentioned, as well as some photos and even in that they produced to implement this branded to express and explain this new brand. Okay, so here we go. Here's my interview with David Lui, the VP of marketing for marks at the Canadian Tire Corporation.

Luiza Campos:	03:43	Hi Dave. How are you?
David Lui:	03:46	I'm good. Luiza, how are you?
Luiza Campos:	03:47	I am great. Thank you so much for joining us today. I am so excited to hear from you and all you have to share with us about, about Mark's, which is a very strong brand in our community. So I'm really excited to have you here.
David Lui:	04:03	Well, thanks for having me. I'm very excited as well.
Luiza Campos:	04:08	Perfect. So David, I would just like to start by asking you if you wouldn't mind giving everyone a little bit of a background about yourself and how you ended up where you are today with marks.
David Lui:	04:20	Uh, I've been in retail primarily retail for the past 25 years and uh, I've had an opportunity to work with multiple different stages of companies, whether they're in start-up mode to fast growth, to transformation and basically a small business to multibillion dollar organizations around the world. In fact, uh, so I had an opportunity to learn from great brands, great leaders and uh, you know, very happy to ask you now to be based in Canada, focused on Canada and lead the way.
Luiza Campos:	04:59	And what is your role specifically on Marks and how, how long ago did you join the company?
David Lui:	05:06	Oh, great. You know, I've been here for three years. Um, I'm the VP of marketing for the brand, um, and uh, it's, it's been an exciting journey. Uh, you know, since I joined

the company, uh, the company has gone through multiple changes, changes, meaning transformation is more of a, you know, changing the business model, uh, from, uh, from our traditional retailer into a digitally savvy with e commerce business. And now obviously with the last several months we've relaunched a, a new brand platform for mark.

- Luiza Campos: 05:43 Tell me a little bit more about that. I'm really curious because obviously with all, almost all retailer and a lot of online shopping going on, there was a significant change as you mentioned in business model, but how did that affect the brand as well and how you communicate with your audience?
- David Lui: 06:03 We've been around since 1977, so basically 40 years of business. We have a tremendous loyal following across Canada and uh, we, we definitely respect and think a lot of our consumers along the way, the new way of approaching in terms of communications and reaching to them and to new audiences through the digital platform. Um, we've always had a, we try to find that right balance, uh, because, you know, although there's a huge quick adoption of technologies, but there's also a group of people that don't adopt it as fast. And so, uh, we have to respect both worlds and find that right balance. So that in itself was a bit of a challenge because, you know, for example, our flyer program, uh, our flower that we circulate to about seven and a half million Canadians across the country over a, over the year, um, you know, we still respect that they still love it and we still have to produce it for them and we got to keep that in the market. Um, but then it's finding that balance of carving out our, our budgets to actually speak to them through whether it's digital advertising and through social media. Um, but that, that's been part of the journey, the last three years
- Luiza Campos: 07:21 For those listeners, because we do have listeners from all over the world. So for those who are not familiar with marks, those were not in Canada. Can you explain to everyone or tell a little bit about the brand and what mark says about in how big it is?
- David Lui: 07:37 Sure. I'm mark the is a Canadian, a casual and industrial apparel footwear retailer. Ah, were founded in 1977. We're based in Calgary, Alberta in Canada across the country coast to coast to coast across Canada and

Canada's number one destination. And we are that actually the number one we own, the number one market share for jeans, uh, across Canada. And in 2001 we became a part of the Canadian tire family of companies, which we're very proud of. It's a 95 year old company. A brand operates retail stores with over 1700 locations across Canada. And uh, you know, the legacy of our, of our marks, Brian is built around the industrial apparel, uh, celebrating hardworking Canadians and, um, you know, today we stand for much more than industrial, including casual wear for both men's and women's.

- Luiza Campos: 09:12 So tell me a little bit about this, because you recently went through a rebrand. So is that part, did you, to go into a more traditional methods, as you mentioned earlier, to more an online retail store or what was the impetus for that rebrand? And if you can tell us a little bit about that?
- David Lui: 09:30 Well, first I would say a lot of companies go through a rebrand or based on a, you know, business data, whether this tremendous brand. We've been growing steadily over a long period. How can we, how can we escalate and accelerate the growth of the brand to stand for something we need to strengthen our position in both celebrating our industrial heritage while the same time taking our DNA with innovations in our product, a celebration of the hardworking Canadian, which is really the culture of Canada. And we looked at that as, can you, how can we leverage our DNA and grow the business and creative brand or further strengthen the brand in the minds of Canadians? And thereby we decided, okay, you know, uh, let's, let's plant a plant the flag in the ground, stand a stand for something, uh, expand. Take our DNA and really create a brand that Canadians would all up and that's why we went into this rebrand. Some people say we didn't have to, uh, well, you know, retail is ever changing and the landscape is much more competitive. Uh, while we were doing, you know, relatively well, we just strongly feel amongst the management group that we can accelerate the growth of the brain much quicker.
- Luiza Campos: 11:23 I love that because as you so right. A lot of people only look at doing a rebrand when, when they feel they're in trouble or have stagnated. But in your case, you're very proactive and understanding that standing for something beyond your products and services and really leveraging that, that DNA, that difference you make or what makes

us unique is we're really going to help you in the future. So I love that story.

- David Lui: 11:50 Yeah. And you know, we set out to be somewhat disruptive. I'm not, if I'm a both sides, a disruption or from an external communication, speaking to our existing core consumer while attracting a younger base, a new set of consumers. And, and at the same time, we were very disruption of internally, I've always lived know by challenging all of us with over 5,000 staff across Canada. It makes us that much better. So we took from two angles, right. And, uh, we were very disruptive in the marketplace and our most important thing was to ultimately be much more relevant to our customer and offer a great product, um, and definitely want to attract a new customer base, whether they're younger or older. And basically those who have not fully discovered marks, uh, we wanted to communicate with them and tell them we are a brand for them.
- Luiza Campos: 12:56 So how did you go about this brand change? Can you walk us through the process from when you recognized or when you decided I should say they wanted to take this tap and how you actually went about forming this new brand and implementing it internally and externally?
- David Lui: 13:16 Yeah, that could, that could take days to tell you.
- David Lui: 13:19 Yes. I'll try to summarize it. Yeah.
- David Lui: 13:23 But it's actually that it all happened pretty quickly. We'd been looking at the business at our strategies for 2017 in the marketplace compared to other retailer and helping people with our agencies and a is basically celebrating their life, the ones who, ones who never pretend to be something who are truly authentic and real true heart of Canadians and uh, you know, those who work hard and spend extra hours and, and um, the, they don't mind working hard and uh, thereby wheat. We thought, okay, this brand platform speaks to our heritage and a great way to springboard and give credibility further credibility to our casual wear.
- Luiza Campos: 15:19 So yeah, and I liked that because it both, the Marks. Well, Lauren speaks both to, you know, to the type of clothes or the type of company you are, but also the type of audience that you serve. Right. This is hard working people.

- David Lui: 15:35 Yeah. I mean we, we want our customers to know about the quality of our clothes. It's not necessarily, you know, speaking to the industrial consumer, but you know that a lot of customers love a hardworking, a brand product quality of product. I help them look good. I think that's the core messaging, um, but from a visual and creative aspect, uh, we have to come or, you know, we, we want to deliver a aspirational view that consumers can look to while feeling good in wearing our product day to day, whether it's work and play.
- Luiza Campos: 16:17 Yes, I liked it a lot. It's, it certainly does speak to that quality and reliability of the product
- David Lui: 16:23 because our, our, um, our brand pillars, when we, when we launched a, basically we will look at our, we have three core, uh, as part of our brand pillars, which is durability, the strength of character and wearing it well and uh, definitely speaks to our quality strength of character. Uh, essentially speaks to those who are confident and, uh, you know, out of work and play well, that they have a confidence to the look and feel their best for everyday life in Canada. Basically marks well worn. Our brand position represents the durability of the products we sell. Uh, the strength of character of those who's who we sell to and less Canadians know that mark's, as a destination for clothes they'll look good wearing.
- Luiza Campos: 17:15 So once you have defined this new brand, how did you go about implementing it? What, what did you need to change, if anything, and how did you launch this internally to, you know, 5,000 staff, 300 eighty five stores across Canada. How do you manage to introduce a new brand and what it means, you know, just such a, a large number of, uh, of staff in stores.
- David Lui: 17:43 Yeah, it was a, it's an ongoing journey. We haven't perfected it yet as you can imagine. We always have to move quickly and uh, because it was only done in a very short period of time, it forced us to really aligned from the top. Uh, and how does that look? So all of our different stakeholders, the executive group amongst a mark, a new brand platform during our fall season as well, it's an internal process that needed to be looked at as well. Um, it definitely was to me and to many others who have expressed to me was one of the most exciting projects that happened at marks and it all happened at a

very short period of time and we had to communicate with the teams then castigated to their teams. Um, put it this way, for example, operations and our operations group who runs our 300 and eighty stores when we presented to them the platform, full excitement, full of excitement across the organization. The operational team at first, uh, our, my peer, my vp of ops said, Yep, okay, yeah, we'll, we'll, we'll get one store sort of tweaked and looking into well worn, um, direction in about a matter of days. He came back as well. David, I'm not going to just do one. I'm going to do 80 five stores. Wow.

- David Lui: 19:34 Okay. Um, did you say eight? Five, 80 five stores and that in itself, that's amazing. Yeah, it was, it was transformational name was transformational and a eighty five stores were completed by the end of a, essentially October. So you can imagine we went onto this new brand platform and new brand positioning over the, over the summer period really was heavy into September, October. Um, so a lot of parallel tracks. We were working on a engaging teams and teams were taking action. So 80 five stores by the end of October. Then in November we launched our campaign at the same time, uh, when not. So we said, okay, 80 five stores. Great. Wow. Oh, by the way, we're going to do three new pop up stores across the country by the end of November. That even was like icing on the cake. Right? And I was like, wow, I'm. So we have three pop up stores that we opened up in Calgary and Toronto and Halifax had a good across the country showing you what a new market store could look like.
- David Lui: 20:54 Um, so yeah, it was, eh, you know, it's constant communication. We, we, we've launched it through a, we have a quarterly town hall here at, uh, we introduced it to our entire team members at it, at the office. We had an internal kickoff once we start, once we launched the campaign in November, so it was really getting everyone involved and uh, excited about it and I think mark's a, as part of our DNA is we're very entrepreneurial, so thereby, you know, we react and we're pretty agile. We can move pretty quickly and that's one thing that we pride ourselves in.
- Luiza Campos: 21:38 That's an amazing story and I think you said that were really important. I have seen often how a brand or rebrand in particular can really infuse a new sense of

purpose and energy and bring people together and that was obviously the case here that it can only do that if, if you, if it's a brand that people can, people feel it really resonates with the DNA of the organization and they, you know, and they aspire to that vision. And you, you talked about sharing and showing people that vision. So I think that's speaks to work well done by you and your team to be able to express that vision and show what you, what the future could look like for the organization so everybody could rally behind it. It's so good job there.

- David Lui: 22:33 Yeah. And you know what is ongoing process? But I think the biggest thing is the fact that, um, when we came up with the new part form it because over the years we've been, yeah, well our industrial, yes we need to attract a younger consumer, but the fact that we started to lose our identity, our brand pillars really resonated with everyone. A personality live testimonial too.
- Luiza Campos: 23:31 Yeah, I agree with you. I think you know, people who share the same values that they, that you show in the brand and really wants to be behind that, that identity, that purpose. Right. You mentioned quickly your brand's storytellers. Can you tell us what that is?
- David Lui: 23:50 Yeah. We've had, we had several, uh, ambassadors. Let's say I'm really from the top, I mean the executives for spokesperson for the brand internally and hard work and Canadian and yeah, great brand, right? Brand ambassador
- Luiza Campos: 25:15 So you selected people internally as well as externally that really sort of embodies or represents your brand values.
- David Lui: 25:23 Correct.
- Luiza Campos: 25:25 That's awesome. Another thing that you mentioned earlier that I think it's worth paying attention to is in your case, I mean when people have online businesses, it's a lot easier to change a website than to change, in this case, 80 five different retail stores, brick and mortar. So it is astonishing that you were able to do that in such a short period of time because it involves a lot of, a lot of physical materials, posters or signage and things like that. So that's, that's quite remarkable that you're able to achieve that. And again, I think it speaks to the excitement that the operations team had behind this new

brand. So this was launched then in the end of the campaign was launched in the end of November. Have you seen. What differences have you seen, if any? David?

David Lui: 26:16 We finished off quite strong. We're very happy with that. Uh, overall. Mark, have you seen our results that we announced last week? But you know what? I think the biggest thing is the fact that we, it was more of a surprise and delight because if you look at it from a branding perspective, brand platform in November from a creative communications was very much of the equity spot, like we didn't, we didn't focus on product. We focused more on mark who marks is and um, that, you know, the communication launched in q four of last year and it was much more of a surprise and delight. It, that you would have seen would be something that you wouldn't have expected from mark's cause it's not your typical creative that you were seeing in the market, so that, that definitely was more of a surprise and delight. Um, and not your typical mark.

David Lui: 27:20 However, those have been a lot of conversations about the new platform. So, every brand positioning, every rebrand goes through a pros and cons, right? There are goods and the bads. And it's great to have those conversations at the same time with, with consumers and customers commenting on the brand positioning, whether it's good and bad, it gives us an opportunity to continue that shift of perception of who marks is. And we definitely welcome those conversations, which is great from a business aspect internally, continue that passion, that excitement continues to live throughout the organization. Uh, in fact, in, uh, towards the end of March, we have a, what we call the store general managers conference where we have 500 plus of our store managers and executives all together at a conference in Niagara Falls in there be another further emphasis on our new brand platform in new business strategies moving forward. So mark's, you know, the new brand platform, the understanding of who we are planting that flag in the ground is continuing. And that's definitely the excitement that we have. It's not just a campaign, it's definitely a business strategy moving forward.

Luiza Campos: 28:37 I love it. And you had some really important points that, um, that I wanted to touch on. And one is, you know, once you go through a rebrand like this, it is so important

internally that everyone is behind it and fully supportive of it because you will receive some pushback from your audience and you will. Because every time there is a change and people can be very loyal to a certain brand and nobody likes change and also it takes a while for people to get used to it or for people to fully understand what this means, so it's inevitable that you will receive some pushback and I think if you don't have, if you're not 100 percent secure and have buy in on that brand platform, that pushback from the audience can really shape the organization. But in this case, and it sounds like you guys are fully behind it, you mentioned that there's still a passion is still there internally and that's what's going to bring your audience with you in the future and understand this brand better and become even more attached to it. So this is an important point for it. For anyone out there thinking of a rebrand, you know it will be. You will receive some pushback. I've never seen any rebranding or doesn't, but it is worth it. Writing the end, it is worth going through that and having these conversations with your audience so you can bring them along. Not just have them being pushed back or not feel, not feel integrated or not feeling like they belong to this new brand.

David Lui: 30:15 Yeah. Because, um, you know, any change would come, some discomfort and you know, as an organization or smaller, small or large, you gotta you gotta maintain. You've got to continue to push along. Really define how to find what does this mean for them. You gotta be persistent. You're going to be discomfort. You're going to be, you know, comments from customers that tells us, okay, either we have to do more or we haven't done a great job in communicating what our brand platform is, a continuous journey, but don't give up because you know, to, to, to take your brand seriously. We planted a flag in the ground and what we stand for in the eyes of the consumer.

Luiza Campos: 31:29 Exactly. Because if the worst thing that any brand can do is, as you said, plant a flag on the ground. Say we stand for this. And they received some pushback and then they change again. Then you know, then what, what are you about? Right? So you absolutely right. Once you make that decision, you have to stick to it and, and try as best you can to bring everyone along.

- David Lui: 31:51 I mean they say, you know, eighty percent of consumers associate with a brand emotionally and more valuable.
- Luiza Campos: 32:37 Trust is the currency.
- David Lui: 32:38 Yes, trust is the currency. So you got to maintain the past state of course, be strong and have conviction in what we're trying to tell.
- Luiza Campos: 32:46 I love that. Another thing that I, that I thought was really important is you mentioned in, I think it was perhaps the most important changing the brand, but correct me if I'm wrong, is going from what you mentioned to be more of a tactical brand and more focused on the product to be more focused on who you are and why you do what you do and you know more about this identity. Right? So that was the main shift as you see it in this rebrand.
- David Lui: 33:23 Yes. Um, you know, retail, retail, retail, we're trying to sell to a consumer and I think the keyword is selling. A lot of retailers put things on sale as part of their main strategy run promotions marks has been around for 40 years and we have a tremendous loyal following and a, yeah, although, you know, sometimes we were looked upon as our dads brand in. We definitely want to attract the kids, the younger group they've grown up in whether their dad owns the brand. We want to. We're transforming that. We, we want to be a brand for all generations and that's what we're working on at the sale and the tactical messaging, all that is very important in retail. But in order to. I mentioned earlier, you know, brands are eighty percent based on emotions and trust and if we don't build that trust and that emotional aspect that consumers have with our brand, uh, we can easily lose them.
- David Lui: 34:28 We're only speaking to them through promotions and, and, uh, sales events, et cetera. We won't be building that loyalty. And, um, that's what we're saying I want to do with this whole new brand positioning is, you know, giving them the sense of, you know, understanding and pride in who we are. I think that's very important from an emotional aspect because it's what we can do for them, what we help them with. Um, you know, we, that's why are Brian Platform of durability. They know they can wear our product a because of quality that has shaped our brand for the last 40 years. Right. And, uh, you know, honoring Canadians. We are simply us as Canadians.

We're, we work hard. We also know how to enjoy time with our family and off work and we definitely have product to suit their entire lifestyle and a, in wearing it well, if definitely the, the no, by wearing our product that they are gonna wear it well, confidently and good. So that's not to say our products are 50 percent off, it's much more than that. Um, that we have that relationship with our customer.

Luiza Campos: 35:49

I think that is so important because you're absolutely right. Most people who are in retail, they go through the sales and promotions, but when you just focus on that, you're not creating a relationship with your audience, you're just having transactions with them, not relationships, not interactions. Right. And it's so much easier for people to change because they don't have that attachment to the brand, they don't have that relationship. So by focusing on, on that emotion, by focusing on that trust and creating a relationship with your audience, you actually developing a much stronger loyal audience. So I think that's brilliant.

David Lui: 36:29

Yeah, that's why I'm a lot of emphasis for us as a brand is it's two components. We, um, we work with jumpstart, which is a charity from, um, from Canadian tire, which basically helps serves underprivileged kids to get in the game of sports and we feel for me, you know, corporate social responsibility, um, that we need to give back to the community and a lot of our customers have kids and what a great way to just be able to show that we support and we believe and support to help kids get in the game of sport because we feel that the game of squirt helps them develop as persons, as they, as they, as they grow up into adults. Um, and that's not, that's not selling, that's, that's really we support the future generations of Canadians. Uh, the second thing is CFL, Canadian football league, you know, Canadians love football and we do too as a company and you know, uh, we sponsor where one of the prime sponsors I'll CFL and uh, we're very proud of that sponsorship that we can show Canadians that we love the game of football and we love the same game that you love and we're there with you as well and we're cheering along the sideline with your teams and I think that's a, those are the two big key initiatives and how we're trying to, you know, build that emotion and connect with our customers not just through a promotional or sales event.

- Luiza Campos: 38:04 So David, I wanted to ask you when you went, you know, with this rebrand and going for more product driven focus or brand were more identity driven brand and creating more of that emotional connection with your audience, did you have to do any internal changes in terms of the sub brands or the products that you offer or did you have the right mix already and it was just a matter of putting that, that whole package together?
- David Lui: 38:32 I mean, we, we have a good, strong stable of private brands, uh, that March has been known for 40 years. Um, and you know, we, we have a very strong mix between our private brands plus our national brands that we carry, such as like Levi's example. But you know, our brands, our Denver Hayes, Dakota Wind River are very much top of mind and trusted amongst Canadians. Our new brand platform,
- Luiza Campos: 38:32 Sorry, those are Mark's brands or sub brands?
- David Lui: 39:03 Those are Mark's brands. So those brands are already in the minds of costs of customers about Canada. What does new brand platform does for us is it allows our merchant teams to challenge themselves, to say, okay, well, do I have the focus? Do I have the right assortment? Do I have the quality that needs to be in the line of, hey, does this or styles that Canadians would love wearing? So those are the, you know, based on our brand pillars, it does challenge our merchant teams to challenge their lines and, and develop product that speaks to our brand pillars. And we already have a very strong following, a strong stable, and they're continuing to grow in the marketplace. But what it does is, you know, change behavior, focus here, the focus on the, do we have the right attributes moving forward or how can we make it even better.
- Luiza Campos: 40:01 So this is exactly what I was trying to get to because once you announce, so to speak, for once you've defined that new brand, you have to then live it. So it's not just about, you know, putting a campaign out there or changing the stores. The important thing, which is what you also mentioning here, is making the decisions, asking the questions for every service or product that you sell, does this align with our brand, with our brand pillars and what do we need to do to change to make sure it does. So that's, that's a great example of, you know, you continue with the sub brands that you already have, but

you're focusing on the product and how can you change it or make it. So we did alliance it even better with your brand attributes.

- David Lui: 40:45 Yeah. And, you know, we look at it as a 360, another buzzword of Omni channel, but we look at it [inaudible] three 60 holistically. So it's not just a marketing campaign that launches it in the market. How does his cafe to our product teams, how does that move into our customer service, whether it's on the phone, whether it's online customer service, or even at the end of the day, our bricks and mortar stores, how does that come across? How does that customer experience come across within our stores in a, when we look at e commerce, uh, it does challenge us to say, okay, with this new brand platform, you know, everything from quality to, you know, those who buy it. And those who, who browse to the, you know, they want to good, they want to be inspired. So we need to make sure that there's content and you didn't feel fulfillment cycle. People wanted the option whether they want it shipped to home or pickup in the store. Uh, we want to make sure we have those options. So it does force us to look at 360, the entire operations, which is one of the most exciting things, uh, because it's not just a marketing campaign that may last six months to a year. Uh, it's a, it's a, it's part of the entire company, right? Getting behind it and uh, how we dress in the stores, how we present ourselves in stores. It's fantastic. My goodness, the process, seeing the teams work towards the end goal in mind is tremendously exciting.
- Luiza Campos: 42:23 That's great. And I think especially from what you've been telling us about the marks brand, no brand is not a destination to arrive to a new brand. It's this journey, right? There's always waste to evolve, evolve with your customers, evolve with the times, and it just evolved the company to be better, to do better. And I think you've talked about how Marx is so entrepreneurial how you always looking for ways to innovate. So I think you will probably always feel like you're not quite there yet because it's always this journey, right? So unfortunately it doesn't quite feel like, oh yeah, this is done. I can check it off that you will see the results along the way that, that are tremendous and will keep you going.
- David Lui: 43:11 Definitely not an organization that's very complacent or we're always challenging ourselves and we're changing. When we launched this new brand platform. Yeah, it was

		a, it was a massive change. Absolutely enabled and empowered members of the team too.
Luiza Campos:	43:53	Thank you so much for sharing this with us. This is an amazing story and it sounds like there's a lot more coming from bark so we can't wait to see it. And where can people find out more about, uh, about you? About marks?
David Lui:	44:10	Well, I mean we have 385 stores, so or at Mark's dot com.
David Lui:	44:18	But you know what I think, um, frankly I discover us are, we would love to hear from you as well. And uh, we're, we're here for, for consumers across Canada. We are here for you. Yeah.
Luiza Campos:	44:34	I'll have all of this links in the show notes so everyone can, can find out where their local stories.
David Lui:	44:40	Awesome.
Luiza Campos:	44:41	Thank you so much David.
David Lui:	44:41	Thanks Luiza.
Luiza Campos:	44:44	And there you have it. I hope you enjoyed my conversation with David Louis from marks. Don't forget to go to a branded world podcast.com. I will have in the show notes some of the highlights of the conversation and you will also find there some of the materials that David shared with us showing what this brand looks like now so you can see some pictures of the marks well-worn stores, what they look like now in some of the brand pillars that they built for the marks well-worn brand as well as a couple of the ads that they built for this new brand, including a TV ad that really helps put it all into perspective in terms of all those emotional triggers and the personality of the brand. So go to a branded world podcast.com to find that if you are enjoying a branded world podcast, please consider going to Itunes or anywhere where you received the podcast episodes and leave a review that helps others find the podcast and of course feel free to share the podcast with your friends. I also recommend to check out some new podcasts at Alberta podcast, network dot. There are many different podcasts there and new ones being added all the time, so it's worth going back and checking

it out. It's at Alberta podcast network.com. Thank you so much for listening and until next time.

Announcer: 46:14

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