



## MECHANICS OF REBRANDING AND THE NEED FOR PARADIGM SHIFT

<sup>1</sup>Unyime Emmanuel Udonde, <sup>2</sup>Prof. Ibok, Nkanikpo Ibok and <sup>3</sup>Clement Udowong Eke

<sup>1,2</sup>Department of Marketing, Akwa Ibom State University, Obio Akpa, Nigeria

<sup>3</sup>Department of Marketing, University of Uyo, Uyo.

[clementeke680@gmail.com](mailto:clementeke680@gmail.com) (corresponding author)

---

**Abstract:** The research on mechanics of rebranding and the need for paradigm shifts reveals the concept of rebranding undertaken by various organizations to create a distinctive identity for itself. Corporations rebrand in order to respond to external and/or internal factors. Firms commonly have rebranding cycles in order to stay current with the times or set themselves ahead of the competition. This paper seeks to identify why companies rebrand, how rebranding work, establish some common rebranding issues companies encounters and establish the process of rebranding. A qualitative research was conducted and related literatures were reviewed on rebranding. From the findings, it was concluded that to have a successful rebranding process and recognition from the customers, organization need to ensure that product rebrand information flow in the society faster enough to be able to catch the consumer's attention quickly. In line with this, it was recommended that since customers have a greater share with what happens in the company, companies should always have the customers in mind when carrying out a rebranding process. This will make the company to gain a wide recognition and an acceptance of the new product.

---

### Introduction

The concept of branding has been in the marketing field for a long period of time and its origin can be traced back to product marketing where the role of branding and brand management was primarily used to create differentiation and product's acceptability in the mind of the customer. A brand is a statement, an image or a message, which is packaged and delivered to the customer to enable the customers understand what the company represents. In marketing, a brand is an intangible asset which seeks to identify goods or services of one seller or group of sellers and to differentiate them from those of competitors. In accounting, a brand is seen as the most valuable asset on a corporation's balance sheet and it is referred to as an intangible asset. In order to create shareholder value, brand owners need to manage their brands carefully through brand valuation which is an important management

technique that ascribes a monetary value of a brand, and allows marketing investment to be coped to increase shareholder value. Originally, brands were used as the means for differentiating a product by craftsmen and claiming the ownership of animals by cattle owners (Kapferer, 2008). But, nowadays, companies use brands not only with an aim to differentiate the company's marketing offerings from the ones of competitors, but also to reach the minds and hearts of their customers and produce special emotional connections with them. Businesses in a variety of industries attempt to cultivate strong brands and to use them for attaining success in the competitive marketing environment.

A brand may have many other meanings depending on the role it plays, the value it has and more importantly, to whom it is related. To brand owners, a brand is mainly a differentiation device: the living memory and the future of

Contemporary Marketing Research Journal (CMRJ)

An official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available [www.cirdjournal.com/index.php/cmj/index](http://www.cirdjournal.com/index.php/cmj/index); E-mail: [journals@cird.online](mailto:journals@cird.online)



its products. To brand users, a brand may create an emotional bond with them, which turns the brand into an icon. In the most developed role, brands represent not only the goods or services a company provides but the firm itself. The brand is the company and brands become a synonym of the company's policy. Brands perform a strong tie which connects the product and the customers and from the customer's view, brands play some roles such as identification of source of product; show responsibility of product maker; promise, bond, or pact with maker of product; signal of quality and many other factors which form part in the creation of a relationship between a customer and a brand.

However, when a company takes the process of branding a bit further and attempts to change the already existing perception of the brand in the mind of its stakeholders the process can be characterized as a *Rebranding*. Rebranding is the act of repositioning and re-strategizing an organization and its offerings with the intention of not destroying the existing brand loyalty but promoting it in the mind of its customers. It refers to changing the name of the company or its targeting and positioning in an attempt to attach new meanings to the brand and communicate them to the stakeholders. According to Daly and Moloney (2014) rebranding consists of changing some or all of the tangible (the physical expression of the brand) and intangible (value, image and feelings) elements of a brand. Rebranding involves change not only in the visual identity of the organization but it also leads to real change within the organization. It is also about changing image and it is a long-term goal. Muzellec and Lambkin (2016) defined rebranding as a change in an organizations self-identity and/or an attempt to change perceptions of the image among external stakeholders. Rebranding involves some changes in the existing perceptions among customers and firm position in the market. For instance, when marketers implement rebranding for an already established brand, the new name, term, symbol, design or other visual identity devices may create a novel position and image for both the

internal organization and external market. Rebranding is a strongest indicator which reveals that something has altered in the company. It might be to clear a negative impression about the company's image, or to evoke operational features such as internationalization, mergers and acquisitions, spin-offs, diversification or divestment. Before rebranding, the company needs to establish their reasons for rebranding, the risks involved in it, issues related in rebranding, how it works and the need for the adjustment.

The need for rebranding is attested to rapidly changing business environment characterized by ever-rising competition and uncertainties of consumer behaviour and attitudes. To rise above such challenges, marketers endeavour to develop new branding strategies to create additional brand values which competitors will not imitated and will be more appealing to the target market. The rebranding strategies focused towards changing visual brand elements like colour and logo to create new brand associations and induce customer's purchase intentions. However, outcomes of such strategies varied between different consumer durable brands. In this regard, attempts of issues on rebranding and how it works was extensively discussed. Also, the need for adjustment by many companies was also highlighted. Accordingly, we intend to achieve the following objectives:

- i. Why companies rebrand.
- ii. How rebranding work.
- iii. To establish some common rebranding issues companies encounters.
- iv. To establish the process of rebranding.

Based on this, the following research questions were formulated from the objectives of the study as stated below:

- i. Who do companies rebrand?
- ii. How does rebranding work?
- iii. What are some common issues in rebranding?
- iv. What is the right process of rebranding in companies?

#### **LITERATURE REVIEW**

### **Contemporary Marketing Research Journal (CMRJ)**

**An official Publication of Center for International Research Development**

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available [www.cirdjournal.com/index.php/cmrv/index](http://www.cirdjournal.com/index.php/cmrv/index); E-mail: [journals@cird.online](mailto:journals@cird.online)



### **The Concept of Rebranding**

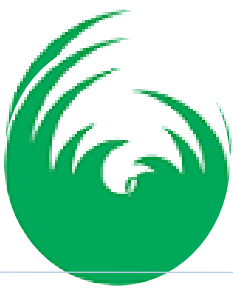
The concept of branding can be traced back to product marketing where the role of branding and brand management has been primarily to create differentiation and preference for a product in the mind of the customer. A brand is a statement, an image, a message, which is packed and delivered to the customer, so that they know what the company represents. Kotler and Keller (2011) views a brand as a name, term, symbol, design or a combination of them intended to identify goods or services of one seller or group of sellers and to distinguish them from those of rivals. Companies nowadays use brands not only with an aim to differentiate the company's marketing offerings from the ones of competitors, but also to reach the minds and hearts of their customers and make special emotional connections with them. Businesses in different industries try to develop strong brands and to use them for achieving success in the competitive marketing environment.

A brand offers two key opportunities to grow the value of the customer asset. First, brands provide an opportunity for the firm to get a greater share of wallet from an existing customer through additional purchases of current brands and products or through purchases of new brands or brand extension products. Second, brands provide the opportunity to attract new customers through the strength of the overall perception of the brand in the marketplace or through the development of new brands or brand extensions that draw new customers, thereby increasing the value of the customer asset. Some companies may choose to take the process of their branding a bit further in an attempt to change the already existing perception of the brand in the mind of its stakeholders. This act engaged by the company is called *Rebranding*.

The concept of rebranding describes a firm's effort to redeploy or redevelop the intangible assets that are being tied to an existing brand (Lambkin and Muzellec, 2018). Rebranding tallies with the creation of a new name, symbol, term, design or a combination of them for an

established brand with the intention of developing a distinguished position in the mind of stakeholders and competitors. Daly and Moloney (2014) sees rebranding as an act of changing some or all of the tangible (the physical expression of the brand) and intangible (value, image and feelings) elements of a brand. In agreement to this, Hankinson and Lomax (2016) explained that rebranding involves change not only in the visual identity of the organization but it also leads to real change within the organization. Muzellec and Lambkin (2016) defined rebranding as a change in an organizations self-identity and/or an attempt to change perceptions of the image among external stakeholders. Rebranding is a market strategy of giving a new name, symbol or change in design for an already-established brand in order to produce a unique position about the company in the mind of its shareholders. The idea behind rebranding is to create a unique identity for a brand from its rivals in the market. It helps the company to define its beliefs and core values and desire for customers to continue to patronize a particular company for its product. Achieving this shows that the company has reached some level of success in its rebranding efforts. Some firms do this as a result of engaging in corporate actions that involve other firms, such as Mergers and Acquisitions. Another motive for rebranding is that firms may try to reposition themselves in the consumer market. Another pertinent factor is to reconnect with the customers.

There are two types of rebranding in which a company can choose to adopt: one is Proactive rebranding and the other is Reactive rebranding. *Proactive rebranding* is done when a business detects that there is an opportunity to grow, innovate, tap into new businesses or customers, and to reconnect with its users. A case in point is the Pepsi which rebranded itself in 2009 and changed the logo as well as the design. The new logo emphasized the company's commitment to "create value, innovate, and maintain highest global values". Also in the Nigerian Breweries Plc, the Gulder drink has rebranded itself with some changes in



its label, bottles and slogan, “Ultimate”. This was done in order to keep in touch with the youth market and also to symbolize Gulder as the drink of the modern man. *Reactive rebranding* on the other hand is done in a situation when the existing brand has been discontinued or changed. Possible reasons for such actions could be mergers and acquisitions, legal issues, negative publicity such as fraud, aiming to beat the competition, or create your own niche. A case in point is the Access Bank which rebranded itself in 2019 after its merger with Diamond bank and changed its name to Access Diamond and its logo to indicate the instigation of a new enlarged banking entity. Also in 2019, a world-leading food and agri-business company Olam International Company completed its acquisition of Dangote Flour Mills Plc. This acquisition led to a rebrand in the company’s mission and objectives.

#### **Why Do Companies Rebrand?**

Understanding why a rebrand is necessary and defining perceptions is a vital part of business development. Businesses choose to rebrand for several reasons, some of those reasons might be positive (two organizations have merged or a company has significantly expanded its offering), while others might be negative (the current brand has been tainted in some way or has become outdated). When organizations have failed to establish a brand, or have been through any kind of scandal, total rebranding may also be in order. In these cases, their bent on erasing any previous brand identity and change it with completely new imagery and messaging. In a situation where a brand has been firmly established yet is simply outdated or needs to be refreshed due to the addition of new products or services, tweaking is required, rather than a full blown rebrand. In this situation, marketers do not want to eradicate the brand value that has been developed over the years, but merely make delicate changes to update it or make it representative of an expanded offering.

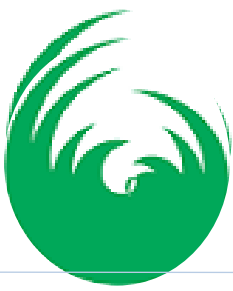
However, the need for rebranding must first be determined and should be based on the premise that something has changed in the business mix that dictates a need for

evolving the brand. Boyle (2012) comments that a company might choose to rebrand as a corporate structural change in line with its current strategic marketing direction. The other motives why a business will rebrand is that they want to unite the organization behind one brand, bring into line the culture, reestablish and reenergize the market position while at the same time embed a new vision, mission and values; whilst some companies would rebrand as a way of upgrading their company and market position (Causon, 2014). Stuart and Muzellec (2014), notes that rebranding can be as a result of mergers and acquisitions, whereby the company then focuses on a new image and vision. Muzellec and Lambkin (2016), attributes rebranding to change to processes causing a change in company's structure, strategy or performance of sufficient magnitude to suggest the need for a fundamental redefinition of its identity.

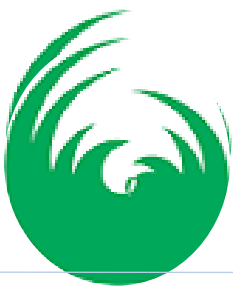
Juntunen (2014), also suggests that rebranding’s motive might be the need to break with their past. In this case, the organization has to plan a major strategic shift, which means that it has to rename its brand to make the transition between the past and the future and to be more transparent with its customers, clients and in general with all the market. When the company’s name has become associated with a negative event or a tragedy, rebranding will help enhance the company to have a new image and customer will have new perceptions of the company (Juntunen, 2014). There are also external factors that might influence a company to rebrand (Boyle, 2012). Companies may rebrand as a tool to counter competition and maintain competitive advantage. In line with this, the following reasons suggest why companies rebrand their products;

i. To keep up with the times and keep pace with changing consumer needs (e.g. services, accessibility, convenience, choice, fashion and technology).

In the case of Peugeot, a French car manufacturer who opted to reimagine their logo design altogether, rather than simply stripping it down to its raw elements. Designed in-



- house at Peugeot, the 2021 logo reflects a new philosophy of “living in the moment”
- ii. If a brand has become old-fashioned and is in danger of stagnation or is already in a state of erosion. For instance; Keds, a popular female foot wears. Keds’ popularity improved through the 60’s and 70’s with their athletic line, and again in the 80’s and early 90’s with DJ Tanner and Kelly Kapowski sporting shoes. The business identity became outdated and they needed a new slogan and a rebranding campaign. Keds president Chris Linder intended to capture a new generation of women that have been leading an exciting cultural shift redefining the chat about equality and female empowerment. The result was their ‘Ladies First Since 1916’ promotion. The aim was to be a celebration of amazing women like Taylor Swift who are blazing new trails. The new brand messaging, logo change, and a more modern mission statement make Keds a pronounced example of rebranding while maintaining the fundamental values.
  - iii. Due to fierce competition or a fast-changing environment. A case in point; Pizza Hut which began in 1958 by two Wichita State students and was named as such because they only had space for nine letters on the sign. Adding to competition, their reputation took a huge hit when a YouTube video came out showing two employees sticking cheese up their nose and serving it to customers. Another video appeared of a manager urinating in a sink. As a result, Pizza Hut’s market share in the pizza world dropped from 19% in 2008 to 16.7% in 2013. The popular pizza chain needed a rebranding approach that would end the identity crisis it faced. In 2014, Pizza Hut unveiled a new, modern logo and introduced a new “Flavor of Now” menu after some consumer research.
  - iv. As a result of mergers and acquisitions. For instance, Access Bank which rebranded itself in 2019 after its merger with Diamond bank and changed its name to Access Diamond and its logo to signal the commencement of a new enlarged banking entity.
  - v. As a result of globalization. In the case of Coca-Cola in the 1980s and ‘90s, when the company first emerged onto the global stage, standardized products and messaging resulted in a backlash against American imperialism. In response, Coca-Cola came out with its ‘think local, act local’ marketing strategy in 2000, with an aim to increase local sensitivity.
  - vi. In order to generally improve a brand's competitiveness by creating a common sense of purpose and unified identity, building staff morale and pride, as well as a way of attracting the top talent or even a way of trying new markets.  
In the case of MTN whose Logo was rebranded to reflex a refreshing brand identity and to align their strategic intent to provide digital solutions to support African’s progress.
  - vii. To decrease business development and operational costs, or a way of countering declining profitability or consumer confidence. For example; The Airbnb logo and color which were changed to reflect the sense of belonging.
  - viii. To signal a change in direction, focus, attitude or strategy. A case of Nike to show their support for diversity and feminist movements of 2017-2018 rebranded itself to empower their target audience, by creating a series of advert campaigns that focused on women and men of all cultural backgrounds. Their advert campaigns do not just focus on clothing, shoes or accessories as they are already known for having quality products; instead they focus on social issues like equality, diversity and poverty that are relevant today.
  - ix. When company’s name has become associated with a negative event, scandal or a tragedy and so rebranding will enhance the company to have a new image and customer will have new perceptions of the company. A case of Xe Services, Blackwater Worldwide which rebranded its name to Academi in 2011 after the death of 17 Iraqi civilians in Baghdad which the gunman was convicted and sentenced to 37 months in prison. Also, ValuJet Airlines in 1997 rebranded its name to AirTran Airways after a



crashed in 1996 with no survivors among the 110 passengers and crew.

x. Where there are complex product portfolios, considerable advertising and branding clutter, media proliferation and subsequent audience fragmentation. In the case of Dangote Group of Nigeria with different product portfolios but with different brand names.

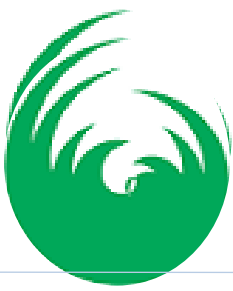
xi. To capitalize on new opportunities or innovative mediums such as the Internet. For instance; of Netflix originally founded in 1997 which was not well done not until 2007 that Netflix took the risk to create an online streaming service that would showcase movies and television shows online and in 2013, Netflix went through further rebranding to compete with production companies Universal and Paramount, by producing their own original series and movies.

#### **How Does Rebranding Work**

To get rebranding right, it should be handled by experts in the field because it is critical to get it right. It is an investment in the future of the firm. If done correctly, rebranding a company can place a brand in a better position to thrive. Many firms and organizations with decades of history are missing out on the rewards of a unified, recognizable brand identity. Renewing the brand can bring consistency to it. And the guidelines that come out of it will save time and money in all future marketing efforts. Rebranding is an investment in the future of the business. When a brand is stable, it becomes identifiable. Finding what makes a brand exceptional and staying true to that promise and its most loyal customers is the correct way to rebrand a business. Once a company has a clear idea, why rebranding is necessary, the issues related to rebranding and what the company expects at the end of the rebranding, the next focus will be on the planning and the execution of the rebranding strategy to ensure that the rebranding works well. Rebranding has greater impact on consumer buying behaviour and as such a relationship need to be established between the company and customer.

Rebranding requires the participation of several actors both inside and outside the organization. To get started, the key success factor is to incorporate the internal stakeholders to the process. A company must develop both communications and training programs, to spread the new brand message internally throughout all levels of the company. To the external stakeholders, in turn, the company might include customer and journalist promotion packages, advertising, sponsoring to its promotion strategy. Re-branding requires synergy between marketing, human resource management and strategy. This context determines the involvement of different stakeholder groups in the process. Often the process is more complex and time-consuming than the companies may anticipate. Rebranding is a holistic, complex and multilevel issue in which several perspectives, processes, actions and actors need to be taken into account (Juntunen *et al*, 2019).

Rebranding can be characterized as evolutionary or revolutionary. Rebranding is described according to the degree of change in the marketing aesthetics and in the brand positioning. *Evolutionary rebranding* refers to a fairly minor development in the business's positioning and aesthetics that is so gradual that it is hardly perceptible to external observers. For examples the change in the logo of Pepsi drink in 1991 where the globe made its way to the bottom right of the logo while the word "Pepsi" was italicized, stretched across the top of the logo in blue. However, in 2008, another evolutionary change came in into Pepsi where the 3D globe was flat again. No more serifs, no more uppercase letters and no more symmetrical band across the globe. Now, the globe was tilted on its side, showing a band that is wide where the globe faces upward and thinner toward the bottom. The 2008 globe had three band thicknesses, one for regular Pepsi, one for diet Pepsi and one for Pepsi Max. Though many saw the change has been cheat and soulless, Pepsi stood by their choice to rebrand in 2014 by tweaking the logo slightly, removing the blue outline around the globe. Also, Pfizer, a big



Pharma company recently changed its logo and symbol that leaps out of the old capsule design in 2021. On the other hand *revolutionary rebranding* describes a major identifiable change in positioning and aesthetics that fundamentally redefines the company. This is the change that is usually symbolized by a change of name and change in logo. Examples include the change of Blue Ribbon Sport to Nike, Skye Bank to Polaris Bank, Facebook to Meta, Brad's Drink to Pepsi, Cadabra to Amazon etc.

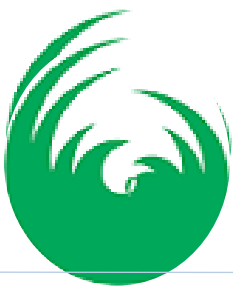
Certain processes need to be followed in the course of rebranding, and each of this rebranding process need to be evaluated with the regards to its initial goals and possible changes made. Consequently, research before and after the change is vital, and continuity and consistency should always be in mind when exercising rebranding. The process in rebranding consists of re-structuring and repositioning. Rebranding viewed as a continuum, means three change groups with respective change formats; Minor Changes (visual), Intermediate Changes (Reposition), and Complete Change. According to Stuart and Muzellec (2014), rebranding achieved with the changes of brand identity, can be categorized into three main types: Name, logo and slogan changes. In contrast, Muzellec and Lambkin (2016) believe that both changes of marketing aesthetics and repositioning can be rebranding approaches.

### Issues in Rebranding

Rebranding can be a very risky and challenging strategy that may cause serious damage to brand loyalty and brand equity if not properly done (Gotsi and Andriopoulos, 2017). Customers may not appreciate such changes of the brands and may react negatively if they perceive that the core brand values have disappeared after rebranding. This is not only a costly business, but a risky one as the firm can alienate its customers and other stakeholders. Possibly, the most shared issues of a rebrand boil down to a simple problem: creating a new brand identity that benefits both your firm and your audience. Rebranding is a major project, and if you don't get your identity right, starting

over can lead to further issues and problems down the road. Sometimes, you just need to start over. A brand becomes out-of-date, your target audience no longer replies, or you change your fundamental value proposition. Some companies who venture into rebranding fail to carry out enough research, they focus too much on the logo while others change names when it is not needed. Rebranding can be done correctly and can be done wrongly. It is risky, but one worth taking. What then are the likely key rebranding issues businesses faces? Some of the common rebranding issues companies encounters are;

- i. Maintaining their old reputation for their new brands especially when current customers have a difficult time overcoming their previous knowledge and biases concerning the old brand. In such cases, chances are that your previous brand has at least some elements that should be carried over as such, maintaining a colour scheme or other design elements helps ease the conversion for an audience that has difficulty changing gears.
- ii. Rebranding resistance by some of the company's stakeholders that if wrongly handled can become dangerous forces and they can also influence others to resist the change as well. Expecting and managing these stakeholders is crucial in helping a new brand identity take hold. To address this problem before it becomes an issue, an effective communication becomes pertinent. The stakeholders need to be aware of the reason for those changes before they take place. Find the most credible stakeholders, and involve them in the re-branding process.
- iii. Another major issue of rebranding could be the internal employees who will have become so used to their own brand identity that the switch will be difficult. In communicating directly with external audiences, they may continue to use ancient logos or brand names. But at the same time, they completely need to be on board with the new brand if you want your adoption to be effective. Involving your workers early in the process aids ensure that by the time you bring out the new brand, everyone is on board.



iv. A re-branding process can be time-consuming. Not only do you have to change views, you also have to make sure that your messages are consistent. To resolve this challenges, build a roll out schedule for your re-brand that ensures you sustain consistency. Ensure that your new official re-brand happens smoothly.

There are reasons big firms pay a lot of money to proficient agencies. These agencies are great at brand management. The least risky option is typically the best option. It is an investment in the future of a firm. Just look what comes along with changing a logo. Chances are it will need to be changed in more places than just the firm's profile picture. Everything has to be redesigned to show the new brand. That costs may a lot of money and time.

Another issue to consider is about being recognizable. A radical change of appearance might make the brand unrecognizable to its customers and potential customers. Resulting in a decrease in sales if they cannot find the new product on the shelves, loss in sales, angry loyal fans etc. and this does not sound good. So, yes, rebranding is a risk. Still, the bigger risk is a rebranding carried out wrongly. If that happens, it can put an end to a brand's equity and making a business much less valuable than it was. For examples; The Tropicana fruit drink which decided to change its packaging in 2008. This did not go well for the company as the new packaging made the brand unrecognizable by removing the most beloved and recognizable element: the orange with a straw. After a month of complaints and a 20% drop in sales, corresponding to approximately \$30 million in losses, Tropicana changed back to the old carton.

Pepsi also had a moment of brilliance when it introduced the Pepsi Challenge. The challenge was a sightless taste between Coke and Pepsi. Pepsi was selected over Coke by a substantial margin. Then Pepsi advertised the results, displaying people picking Pepsi. This sent Coke into a frenzy resulting in the introduction of the New Coke. This change did not go as intended because 400,000 people wrote letters demanding that they change it back. Coca-

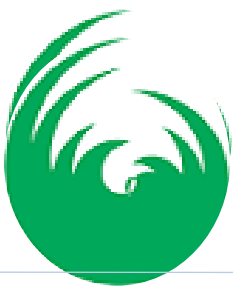
Cola returned to its classic formula a months later. Another rebranding that went wrong was Mastercard which is one of the most ubiquitous brands in the world. They are recognized globally in an instant.

### **Rebranding Process**

The rebranding process consists of three main stages consisting of analysis, planning and evaluation. The key elements of the process are situation analysis, the renaming strategy, communication and training strategies and the rebranding marketing plan. This process of rebranding might be intertwined and/or overlapping, and might not necessarily follow each other in this order.

**Analysis:** This is first stage in the rebranding process. Here, the analysis examines both the quantitative and qualitative issues such as: market size and potential; market attitudes and preferences; and competitor strengths and weaknesses. In addition, brand auditing is important at this stage. Brand audits help provide the market's perspective on the brands involved in rebranding, showing their strengths and weaknesses and those of competing brands. After the brand audit, the new brand decision is made, which is formed as a result from the identification of the brand elements that need to be maintained permanently and those brand features that need to be retained temporarily. After their identification the company can distinguish brand elements that have to be removed in the process of rebranding.

**Planning:** The next step of the rebranding process is planning the communication strategies for targeting the external and internal customers (Daly and Moloney, 2014). After analyzing the attitudes of the employees the company will need to develop training programs and communication strategies for the internal customer. In this way the employees will support the process of rebranding, will be more committed to it and will be trained in the acquiring company's policies and procedures. The communication strategy for the external customers involves development of the renaming strategy and rebranding marketing plan. According to Ahonen (2018)



planning is seen a wide phase including several decisions and consisting of several sub-processes of re-positioning, renaming, restructuring and re-designing the company before the new corporate brand is launched.

**Evaluation:** The last step in the rebranding process is the evaluation of the previous stages and campaigns in terms of the goals and objectives that have been set in the process. The evaluation allows any aspect of a plan to be altered as the need for such change becomes evident. Daly and Moloney (2014) advise that a review or overall evaluation should be held at the end to take a more holistic view of the planning process. Evaluation also includes measuring the success or failure of the process (Ahonen, 2018). Measuring is difficult, and therefore it is suggested that re-branding should be evaluated with regards of its initial goals (Stuart and Muzellec, 2014).

An additional stage added by Ahonen (2018) is **Implementation Stage**. The implementation stage is after the planning stage and includes the re-launching of the new brand planned before. Launching the new brand is a twofold area including launching first for internal stakeholders and after that for external stakeholders. Internally, the brand can be introduced through newspapers, annual meetings, workshops, intranet (Daly and Moloney, 2014), team meetings or training and education. To external stakeholders the new brand can be communicated through press releases, advertising brochures and in routine communications (Juntunen *et al*, 2019).

According to Goi and Goi (2011) rebranding can occur at three distinct levels in an organization: corporate, strategic business unit, and product level. When it comes to rebranding at the corporate level, Kapferer (2008) proposes four approaches to renaming a corporate. In some cases, *interim approach* is used where the interim arrangement before the new name replace the old name or legacy brand. The *prefix approach* is more appropriate when two or more brands merge, but none of the existing brands is used as the new brand. *Substitution approaches*

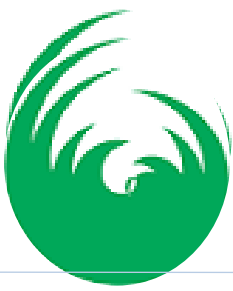
involves substituting or switching from the old to the new name, or indeed to a completely different name. The last approach, *brand amalgamation*, is typically suited where two strong brands merge. Amalgamating the names brings the strength and values of the two brands together and the resulting equity may be greater than the sum of the parts.

#### **The Need for a Paradigm Shift in Rebranding**

Paradigm shift in rebranding explains an important change that happens when the usual way of thinking about or doing something is replaced by a new and different way. It represents a major change or development on how a company or businesses rebrand their goods or services. They regularly benefit companies in the proficiency and quality of their products while changing the key concepts of how they work. In the past, companies who engaged in rebranding were mainly concerned with just slapping up a new logo and calling it a day. They push this new logo to the public for use. However, paradigm shifts in rebranding have occurred with the wide spread of technological awareness, customers have a greater share with what happens in the company. This has entails having the customers in mind when carrying out a rebranding. This will make the company to gain a wide recognition and an acceptance of the new product/service.

#### **Recommendations/Conclusion**

The need for rebranding is attested to rapidly changing business environment characterized by ever-rising competition and uncertainties of consumer behaviour and attitudes. To rise above such challenges, companies should endeavour to develop new branding strategies which create additional brand values that cannot be imitated by competitors and will be more appealing to the target market. Rebranding improves organization performance through creating company and product awareness, pushing up sales, enhancing customer satisfaction and seeking to create a unique position for the company's product. This helps to ensure that both product and organization create value beyond that of their competitors and that customer satisfaction is achieved. Rebranding strategy might be



attractive in solving company's problems, but is not without risk. Rebranding implementation if not accurately done has the potential to irritate customers and employees and can lead to loss of goodwill and misunderstanding leading to losses and the dissolution of a company (Muzellec and Lambkin, 2016). Rebranding strategy is a continuous process which has to be well thought out before its implementation commences. It however involves some degree of flexibility to guarantee that the strategy remains significant and adapts to the ever changing environment in which it is being executed. If this is adhered to, then an organization can most certainly reap the benefits of rebranding, key among them being improved performance. Frequently, the long-term success of a firm is based on how they respond to paradigm shifts within their general operations. Developments in communication technologies are challenging classic marketing and communication paradigms, leading to the view that brands are no longer built top-down by marketing managers, but established in collaboration with consumers. The significance of consumers and the employees in the process of rebranding value creation should be essentially accepted by practitioners.

Rebranding is not just about simply changing the name. It entails much research and finances as well as a lot of hard work. A change in name will not turn a company around, nor will it revitalize a dying product. However, rebranding can give an opportunity to get into an exercise where people could rediscover which behaviours on everyone's part would encompass those values that we think are important. Marketers in the 21st century may find it necessary to relook their brand in terms of its relevancy to consumers and the changing marketplace.

Rebranding is really an expensive time consuming and risky activity that should be undertaken with a clear marketing and financial case in its favour and a strong marketing plan in place to support its implementation. However, caution need to be made in area of changing the company name since it is the main means through which

the company communicates; changing the company's name should be done with careful attention. Companies need to come to the realization and importance of rebranding strategy and its effect on consumer buying behaviour. This is because consumers are more demanding than they used to be long ago and they have a greater influence on the success or failure of a company's rebranding. All interactions that occur between the consumers and the business will ultimately affect the consumer's view and image of the business. The organization need to ensure that product rebrand information flow in the society faster enough to be able to catch the consumer's attention quickly.

#### **REFERENCES**

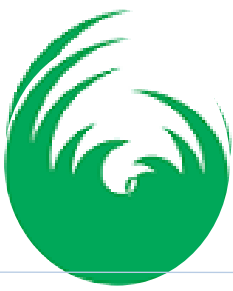
- Ahonen, K. (2018). Customer satisfaction. *The Journal of Product and Brand Management*, 3(7); 97-103.
- Boyle, E. (2012). The failure of business format franchising in British forecourt retailing: A case study of the rebranding of shell retail's forecourts. *International Journal of Retail and Distribution Management*, 30(5); 251-263. doi: 10.1108/09590550210426417.
- Causon, J. (2014). The internal brand: Successful cultural change and employee empowerment. *Journal of Change Management*, 4(4); 297-307. doi: 10.1080/1469701042000259631.
- Daly, A. & Moloney, D. (2014). Managing corporate rebranding. *Irish Marketing Review*, 17(2); 30-36.
- Goi, C. & Goi, M. (2011). Review on models and reasons of rebranding. *International Conference on Social Science and Humanity-IPEDR*, 5(1).
- Gotsi, M. & Andriopoulos, C. (2017). Understanding the pitfalls in the corporate rebranding process. *Corporate Communications: An International Journal*, 12(4); 341-355.
- Hankinson, P. & Lomax, W. (2016). The effects of rebranding large UK charities on staff knowledge, attitudes and behaviour. *International Journal of Nonprofit and Voluntary Sector Marketing*, 11(3); 193-207. doi: 10.1002/nvsm.33.

#### **Contemporary Marketing Research Journal (CMRJ)**

**An official Publication of Center for International Research Development**

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available [www.cirdjournal.com/index.php/cmjr/index](http://www.cirdjournal.com/index.php/cmjr/index); E-mail: [journals@cird.online](mailto:journals@cird.online)



Juntunen, J., Autere, V. & Juntunen, M. (2019). The effect of standardization and agility on logistics costs. Proceedings of the Informs Annual Meeting, San Diego, USA, October, 11–14.

Juntunen, M. (2014). Interpretative narrative process research approach to corporate renaming, *Qualitative Market Research: An International Journal*, 17(2); 112 – 127.

Kapferer, J.N. (2008). The new strategic brand management. 4th ed. Kogan Page Limited. London.

Kotler, P. & Keller, K. L. (2011) *Marketing management*. Upper saddle river, NJ: Pearson Education Inc.

Lambkin, M. & Muzellec, L. (2018). Rebranding in the banking industry following mergers and acquisitions. *International Journal of Bank Marketing*, 26(5); 328-352. doi: 10.1108/02652320810894398.

Muzellec, L. & Lambkin, M. (2016). Corporate rebranding: Destroying, transferring or creating brand equity, *European Journal of Marketing*, 40(8); 803-824. doi: 10.1108/03090560610670007.

Stuart, H. & Muzellec, L. (2014). Corporate makeovers: Can a hyena be rebranded? *Brand Management*, 11(6); 472-482. doi:10.1057/palgrave.bm.2540193.