

An Investigation into the Rationale for Corporate Rebranding: A Multiple Case Study Approach



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ABSTRACT

Despite substantial scholarly attention to corporate rebranding (CR), there remains little consensus on rebranding. The aim of this study is to investigate and identify for the process and rationale for CR, which is a risky, expensive and timely process. Focusing on the nature, process and environmental enablers and barriers to corporate rebranding, the study draws upon three distinct case companies (RHM, Ornua, WB) to evaluate and analyse CR in a comprehensive manner.

The research approach is a multiple case study. A number of research methods have been employed in the empirical study such as: in-depth interviews, physical artefacts, documentary analysis and observation.

RHM represented an example of an acquisition and WB is an example of a unique revolutionary rebrand, which included a product rebrand. Furthermore, although the Ornua rebrand is presumed to be revolutionary, it is questionable if it was in fact an evolutionary rebranding.

The findings show evolutionary change may have been an alternative to the Ornua rebrand. It also highlights key differences of acquired firm RHM to a revolutionary rebrand. They also revealed how time consuming it is which can affect the daily business performance. The findings revealed that phase in/phase out strategy was implemented by RHM, whilst Ornua and WB implemented a translucent warning strategy, with sudden eradication strategy. Reasons conveyed for the rebrand were outdated, irrelevance, competition, global representation and legislation. The strong FH brand did not necessitate a rebrand; it was instigated for acquisition purposes. The findings found leadership, buy-in and leadership key enablers, whilst barriers were mismatch and operational risks, confidentiality and timing.

In conclusion, the study found that timing plays an essential role in every aspect of rebranding regardless of the rebrand category, and is frequently underestimated. Corporations are advised to set unmoveable launch dates, and to be aware of demotion possibilities. Components of successful CR are strong leadership, skilled professionals (in-house or outsourced) and teamwork. The study will make a contribution to theory as it places more emphasis on the design stages and restructuring opportunities than current literature.

DEDICATION

Honest To God,
Could not have done it without You.

ACKNOWLEDGEMENT

I am very grateful to many people for the continuous support, time and advice throughout the preparation of this dissertation.

Firstly, many thanks to my lecturer Dr. Anthony Foley for his advice, guidance, patience and tuition. Your excellent advice and experience guided this dissertation to a place of certainty and completion when it seemed there was none. I could not have asked for a better supervisor. Thanks to Mr. John Maher for a company recommendation, and not forgetting; my best regards to the external examiner marking this.

Secondly, extended thanks to the interviewees and companies who facilitated the research process. I would like to thank my pilot interviewee and interviewees for their time, knowledge and sharing their experiences – Mr. Pat Macken of Sales Promotions, Mr. Jens Gloeckner and Ms. Jeanne Kelly of Ornua, Dr. Mícheál Ó Foghlú of Red Hat Mobile, Mr. Dermot Walsh of Walsh's Bakehouse, and Mr. Stephen Vard of Vard Brand Design. Without your input, this study would not have occurred. Your time was sincerely appreciated.

Thirdly, thank you to my angelic friend Geraldine for proof reading and guidance. Your advice was encouraging and invaluable to me. You saw the bright-side in everything. Thanks for believing in me. Thanks to Fr. Mark for your advice and sharing. Many thanks to my friends for being there; encouraging and understanding the challenges and rejoicing in the triumphs. Thanks to Dick, Amanda, Grace, Catherine, Seamus, Emily, Marguerite, Olivia, Jennifer, Tim, Siona, and Elizabeth for the laughter and conversations. We're there now.

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Finally Thank God, for He is my strength and power, and makes my way perfect.

ETHICAL DECLARATION

I declare that this dissertation is wholly my own work except where I have made explicit reference to the work of others. I have read the Structured Masters' Programmes Research Policy, Procedures and Guidelines and hereby declare that this dissertation is in line with these requirements. I have discussed, agreed and complied with whatever confidentiality or anonymity terms of reference were deemed appropriate by those participating in the research and dealt appropriately with any other ethical matters arising.

I have uploaded the entire dissertation as one file to Turnitin® in Moodle®, examined my 'Originality Report' by viewing the detail behind the overall 'Similarity Index', and have addressed any matches that exceed 3%. I have made every effort to minimise my overall 'Similarity Index' score and the number of matches occurring.

Evelyn Fitzmaurice

Date

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LIST OF ABBREVIATIONS

Business Transformation Strategy.....	BTS
Business.....	BUS
Corporate Branding.....	CB
Case study.....	CS
Corporate Rebranding.....	CR
Chief Technical Officer.....	CTO
Facebook.....	FB
FeedHenry.....	FH
Integrated Marketing Communications.....	IMC
Initial Public Offering.....	IPO
Just in Time.....	JIT
Member of European Parliament.....	MEP
Merger and Acquisitions.....	M&A
Month.....	MTH
New York Stock Exchange.....	NYSE
Protected Geographic Indication.....	PGI
Public Relations.....	PR
Red Hat.....	RH
Red Hat Mobile.....	RHM
Resource Based View.....	RBV

Revenue Commissioners.....	RC
Small Enterprise.....	Medium SME
Strategic Business Unit.....	SBU
Sustainable Competitive Advantage.....	SCA
Telecommunications Software & Systems Group.....	TSSG
Walsh’s Bakehouse	WB
Waterford Institute of Technology.....	WIT
Unique Proposition.....	Selling USP

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LIST OF INTERVIEWEES

Dermot Walsh.....	DW
Jeanne Kelly.....	JK
Jens Gloeckner.....	JG
Mícheál Ó Foghlú.....	MOF
Pat Macken.....	PM
Stephen Vard.....	SV

Chapter One

INTRODUCTION

1.0 Background

The corporate rebranding topic first ignited an interest in the author at a presentation given by the marketing director of the company Ornua. Recent rebranding of large corporations in Ireland, such as Eir, Ornua, and Virgin Media, highlighted the costs and significant strategy involved. Ornua highlighted the implication of rebranding from a legislative, stakeholder, communicative and financial perspective; particularly debt collection. This introduction aims to give an overview of corporate rebranding (referred to herein as CR) and present a justification for the study. To 'rebrand' implies the act of branding again, which can also be a 'brand renewal, refreshment, makeover reinvention, renaming and repositioning' (Merrilees and Miller, 2008; 5-6). In terms of a corporate rebranding, change can be evolutionary or revolutionary, and voluntarily or involuntary (Stuart and Muzellec, 2004; Lomax and Mador, 2006).

1.2 Context and Rationale for the study

Given the nature of rebranding, it still remains a conceptual paradox that challenges our understanding of marketing (Muzellec and Lambkin, 2006). CR appears to oppose the essence of marketing whereby an established and known brand name would alter after time (Muzellec, 2003). Corporate brands are perceived as relatively constant entities, although it is recognised that corporate identity is an evolving form and the marketplace is consistently changing, demanding consistency and continuity (Harris and de Chernatony, 2001; Knox and Bickerton, 2003). However, in an age where the confines of the internal and external environment are unclear, undergoing constant change, it is crucial for the sustainability and success of a corporation to review its corporate brand continually (Abratt and Mofokeng, 2001; Knox and Bickerton, 2003).

Corporate rebranding is a strategy with considerable financial risks associated with no promise of success (Shetty 2011). Why does a high failure rate remain for rebranding?

(Kotter, 1996; McKinsey, 2008). What is the reasoning and effectiveness of Corporate Rebranding to remain relevance, competitive and growth and sustainable? Given the major risks involved, it is essential for decision makers to be aware of theory and practice (Muzellec and Lambkin, 2006). This research therefore examines the significance of rebranding and its relevance as a marketing strategy. It also aims to investigate the rationale for Corporate Rebranding.

1.3 Structure of the dissertation

Chapter two investigates the levels of rebranding for organisations; corporate, business unit and product repositioning (Lambkin and Muzellec, 2008). it also looks at key themes in theory such as brand revision, stakeholder and management support, and communication strategy (Merrilees and Miller, 2008; Merriles, 2005; Daly & Moloney, 2004). Chapter three sets out the context of CR where it is seen as improving efficiencies and increasing brand equity (Shetty, 2011). Chapter four details the methodology employed for the research, including its justification, analysis and protocols. Chapter five presents main findings of the three case studies and leads to chapter six which discusses key themes. Chapter seven concludes by summarising and offering recommendations for industry. An outline of the seven stages of the dissertation process is set out in Figure 1.1.

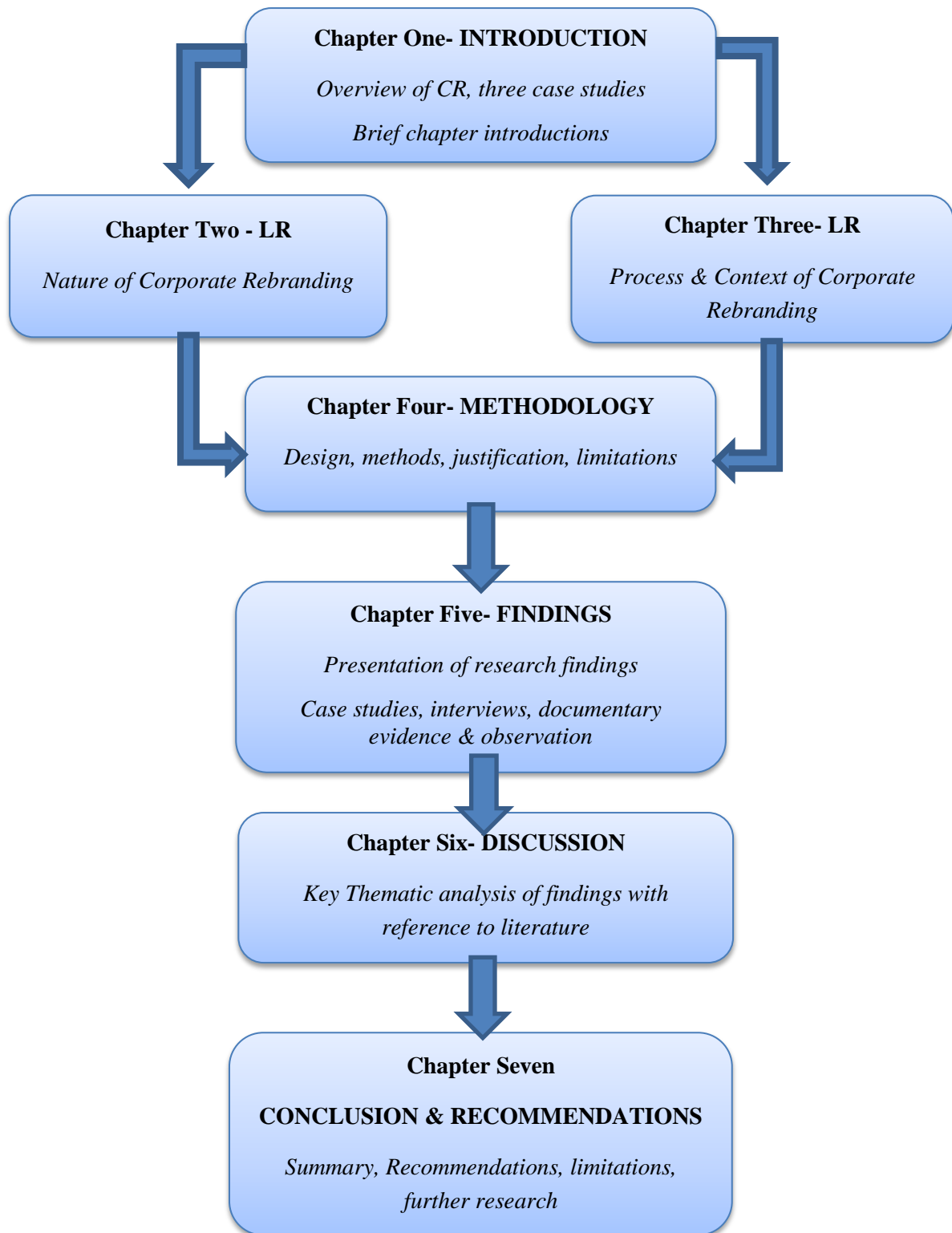


Figure 1. 1 Structure of Dissertation Process

1.4 Research Question & Objectives

The underlying motive of this study is to gain a more comprehensive understanding of corporate rebranding. Therefore, the research question is:

What is the nature and process of Corporate Rebranding?

This study seeks to address the following research objectives;

1. To investigate the nature of corporate rebranding.
2. To examine the corporate rebranding process.
3. To identify the rationale for corporate rebranding.
4. To explore and determine the key environmental influencers and inhibitors of corporate rebranding.

Three case companies of different industries that underwent corporate rebranding within the last two years, were investigated. Their divergent circumstances and requirements gave rise to interesting business stances and decisions. Furthermore, this study looked at their processes with regards to acquisition, and revolutionary change, and questioned why evolutionary was not considered. Two companies had experienced rebranding previously.

1.5 Research Methodology

The Research Methodology is based in the qualitative paradigm. It comprises of three case study companies chosen by quota sample which best illustrate the instances of CR in the world today. Figure 1.2 illustrates the case companies and the research methods employed.

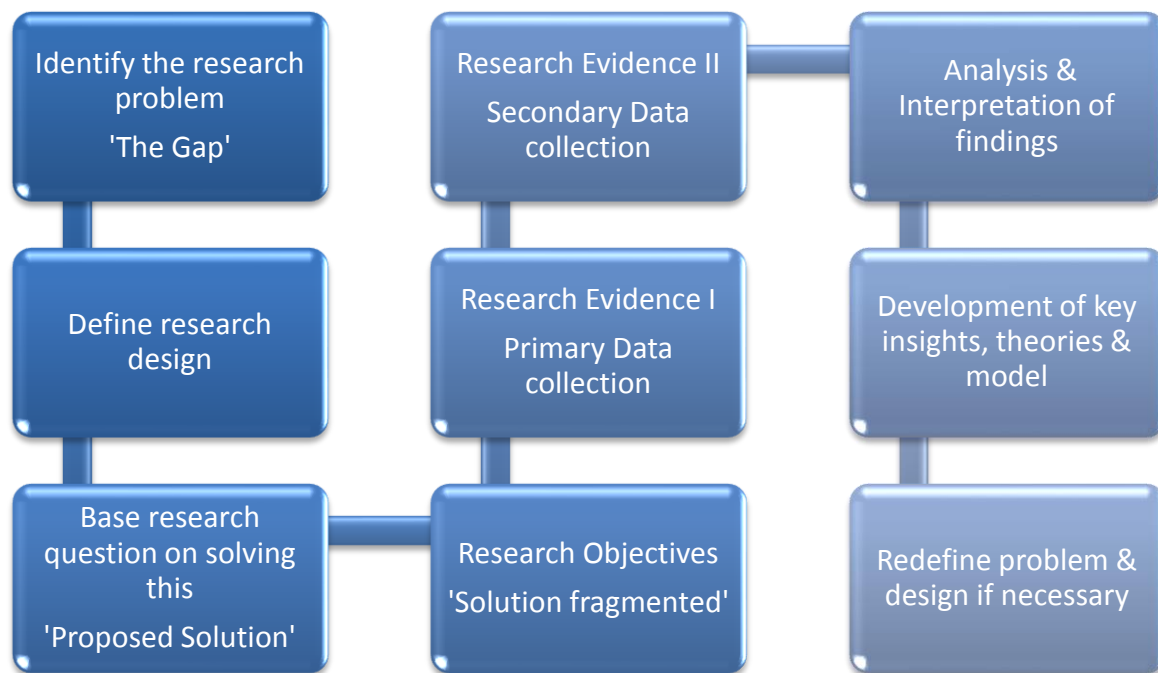


Figure 1. 2 Overview of research process

1.6. Research Contribution

Research suggests that there is not sufficient research or agreement between corporate branding and rebranding, and the reasons for undertaking rebranding (Merrilees and Miller, 2008; Opuni, 2013). This concept is repeated by Miller *et al.*, (2014) who assert that rebranding literature is diverse and gives rise to inconsistent, divergent theories which fail to impart a true and complete understanding to practitioners and academics of the process. The beginning of the twenty-first century saw corporate rebranding operations growing at a rapid rate never before experienced (Gotsi and Andriopoulos, 2008) yet corporate rebranding is not a fully developed area of research to date (Opuni, 2013). Muzellec and Lambkin (2006) refer to rebranding being extensively used in the corporate world, yet there still remains little academic research analysing the phenomena. While there was evidence of ample literature on branding, the author found sparse research on CR which has prompted the writing of this study.

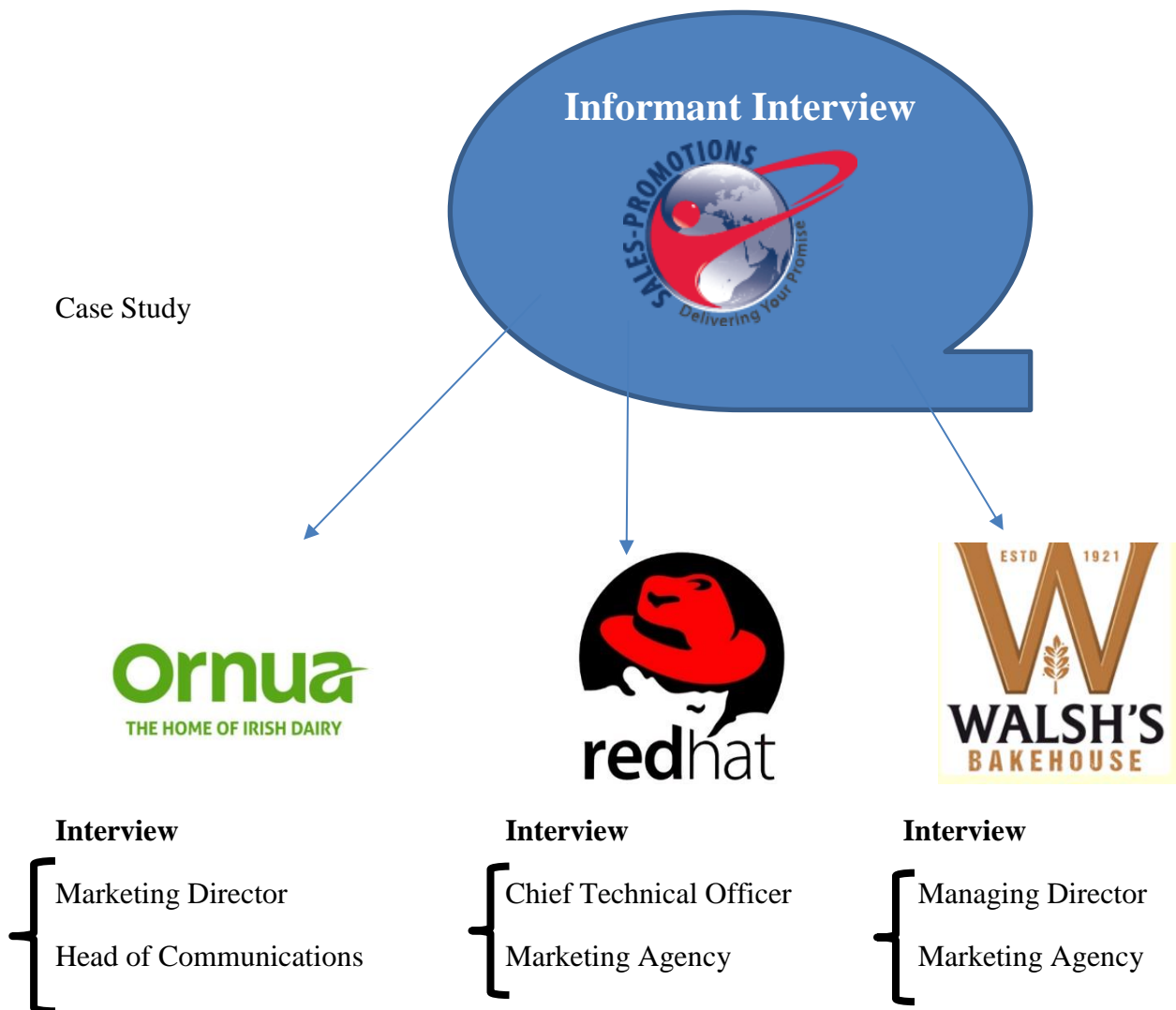


Figure 1. 3 Case Study Diagram

1.7 Conclusion

The purpose of this research and the compiling of this study is to provide a thorough understanding of the recent phenomena (Daly & Moloney, 2004; Muzellec & Lambkin, 2006; Merrilees and Miller, 2008) that is CR, by investigating the nature and rationale for this strategy. This chapter provided a background to the study, and outlined the context, rationale research problem, research objectives and methodology. It also discussed the importance and

contribution of this study. The ensuing literature review chapter has detailed an objective, comprehensive overview of rebranding today.

Chapter Two

LITERATURE REVIEW I

Branding is the art and cornerstone of marketing- Philip Kotler

2.0 Introduction

Rebranding was first referred to as a ‘Brand Revitalisation Programme’ (Berry, 1988). It is still regarded as a recent phenomenon in the context of its attention from scholars (Daly & Moloney, 2004; Muzellec & Lambkin, 2006; Merrilees and Miller, 2008). Research carried out on rebranding shows little agreement where according to Merrilees and Miller (2008) literature mostly comprises of random, descriptive case studies across diverse contexts which fail to impart a thorough understanding of the CR process. In relation to research question, ‘What is the nature and process of Corporate Rebranding?’, this chapter aims to clarify the nature of corporate rebranding. Thorough definitions of differences between corporate, product and service rebranding are outlined. Furthermore, the significance of corporate reputation is highlighted. The conclusion summarises key literature points.

2.1 Definition of Branding and Rebranding

To define rebranding, we must first define branding. The American Marketing Association defined a brand as a name, term, symbol, design or a combination of the latter that identifies goods and services of seller(s) from others and also differentiates them from competitors (Muzellec and Lambkin, 2004). Aaker, 1991; Barwise *et al.*, 1990; Keller, 1993). Brands can also be characterised as products, corporations, persons and places (De Chernatony, 2001). Daly and Moloney (2004) consider branding to be a valuable asset, which communicates clear values to all stakeholders. Whereas a corporate brand can be defined as an explicit promise between a corporation and all major stakeholders, which is founded on its corporate identity (Balmer and Gray, 2003). Knox and Bickerton (2003) describes a

corporate brand as a visual, verbal and behavioural expression of a corporation's distinctive business model. **Figure 2.1** below summarises the key aspects of brands and brand positioning.

Table 1 Sample Branding Generalizations

Brand positioning and values
<ul style="list-style-type: none"> • Brands have personalities and the basic types exist across products and, to a large extent, countries/cultures. • Customers have multiple types of relationships with brands. • Product experiences are multisensory and impact brand equity in different ways. • Corporate and brand reputation interact.
Integrated marketing
<ul style="list-style-type: none"> • Brands consist of multiple brand elements that can play different roles. • A number of criteria can be employed to judge the brand-building capabilities of various brand elements. • Semantics and language matter with brand names. • Brand equity is increasingly being determined by activities outside the company's direct control.
Assessing brand performance
<ul style="list-style-type: none"> • Customer-level brand equity can be characterized in terms of awareness, associations, attitudes (or attraction), attachment, and activity. • Qualitative research approaches can supplement quantitative research approaches to provide useful insights into brands. • At the product-market level, brand equity increases communications and channel effectiveness and decreases own price sensitivity. • Product-market level brand equity can be assessed as the additional (net) revenue from a brand versus a generic. • Brands constitute a substantial fraction of the market cap of many companies. • Brand-equity measures can be related to stock price and value. • Brand equity is closely linked to customer equity.
Growing the brand
<ul style="list-style-type: none"> • Fit is a key determinant of extension success but fit comes in many forms. • Extensions impact the parent brand positively in the case of successes and negatively only when the extension is (a) closely related to the parent, and (b) of poor quality.

Figure 2. 1 Sample Branding Generalisations

Source: Keller and Lehmann (2006)

Kotler (2001) states that brands are complex in nature and can convey up to six levels of meaning as highlighted in table 2.1.

SIX LEVELS OF BRAND MEANING

Attributes	Benefits (functional & emotional)	Values
Culture	Personality (Of the brand)	User (Consumer type)

Table 2. 1 Six levels of brand meaning

Furthermore, seminal work of Aaker (1997), the brand personality framework, proposes that a brand comprises of five brand personalities as per figure 2.2 below.

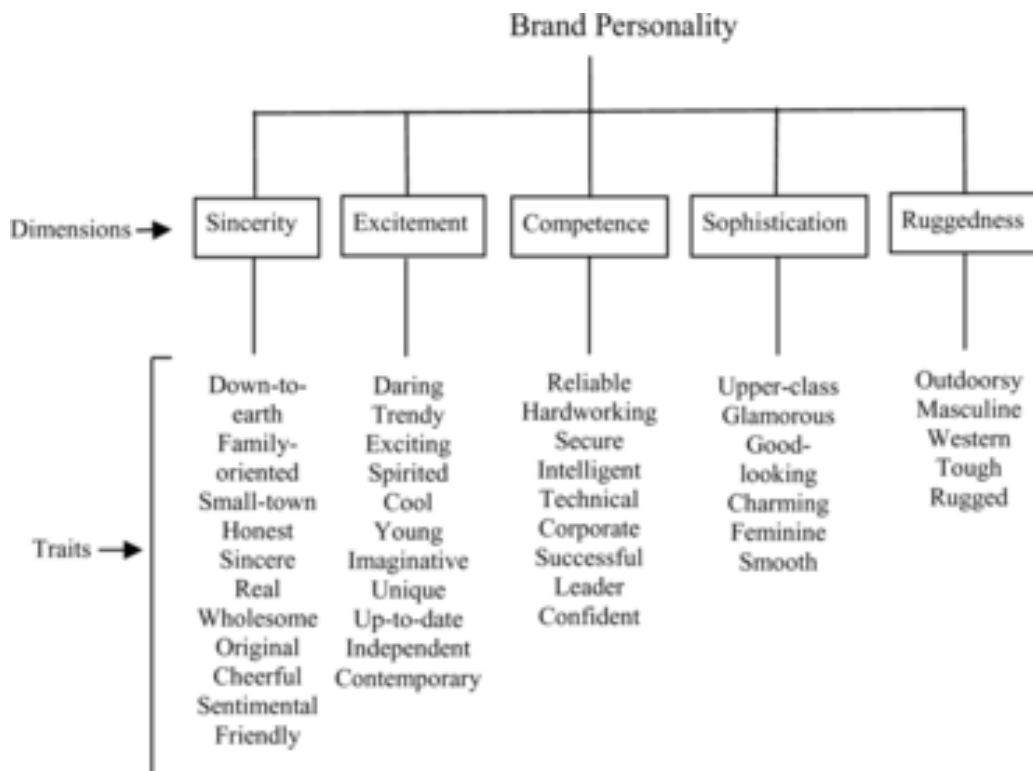


Figure 2. 2 Brand Personality Framework

Source: Aaker (1997)

Muzellec and Lambkin (2006) describe rebranding as formation of new name, logo, symbol, design or an amalgamation of such to a recognised brand with the objective of creating a revised, differentiated reposition in the stakeholders and competitor's perspective. It therefore requires involves detailed strategy development (Muzellec and Lambkin, 2006).

Corporate rebranding (CR) appears to contest the basic principles of marketing whereby an established and known brand name would alter (Muzellec, 2003). Merrilees and Miller (2008) contrast CR to corporate branding, referring to the original brand conjecture, which can occur at any time. As defined by Merrilees and Miller (2008), CR indicates the change or

adaption between an originally formed brand and a new design. Rindell and Stranvik (2010) refer to rebranding as, 'Brand renovation' as actions driven by realising a need to reposition a corporation resulting from mergers, takeovers, shifting competition and a revised strategy.

2.3 The Nature of Rebranding

Rebranding, like branding consists of tangible assets (physical brand expression) and intangible assets (values, image feelings), which transform through the strategy. (Daly & Moloney, 2004) The Rebranding Continuum Framework below in Figure 2.3 describes change categories as minor (aesthetics), intermediate (reposition) and complete change (rebranding), which involves a dedicated marketing strategy to inform all stakeholders of the new brand (Daly & Moloney, 2004).

Figure 1		Rebranding Continuum
<i>Change category</i>	<i>Change format</i>	<i>Comment</i>
Minor changes	Aesthetics	Varies from a simple face lift, to restyling, to revitalising the brand appearance or aesthetics which may have dated and be in need of change.
Intermediate changes	Reposition	Use of marketing tactics especially communication and customer service techniques to favourably reposition an existing brand name, thus giving it a new image.
Complete change	Rebranding	By definition the name is new to stakeholders, so they don't know what the brand stands for. Therefore the values and image of the new brand must be communicated to all stakeholders through an integrated marketing communications campaign.

Figure 2.3 The Rebranding Continuum Framework

Source: Daly & Moloney (2004)

Rebranding is a means of indicating strategic changes resulting from intra-organisational revisions (repositioning the firm in the market) and extra-organisational revisions (M&A) (Gotsi and Andriopoulos, 2008).

Rebranding may occur at the following three different levels within a firm being (1) corporate; (2) strategic business unit (SBU); and (3) product. CR involves the revision and renaming of an entire corporation, indicating immense strategic change or repositioning

(Lambkin and Muzellec, 2008). See figure 2.4 below. Other examples of corporate rebrands are HSBC previously named Hong Kong and Shanghai Bank and ING Barings (previously Barings) and Abbey (previously Abbey National). New names reflect a particular strategy. The rebranding of a SBU is where a separate section within the corporation is given a distinct name to develop its own single identity (Smith Barney SBU of Citigroup).

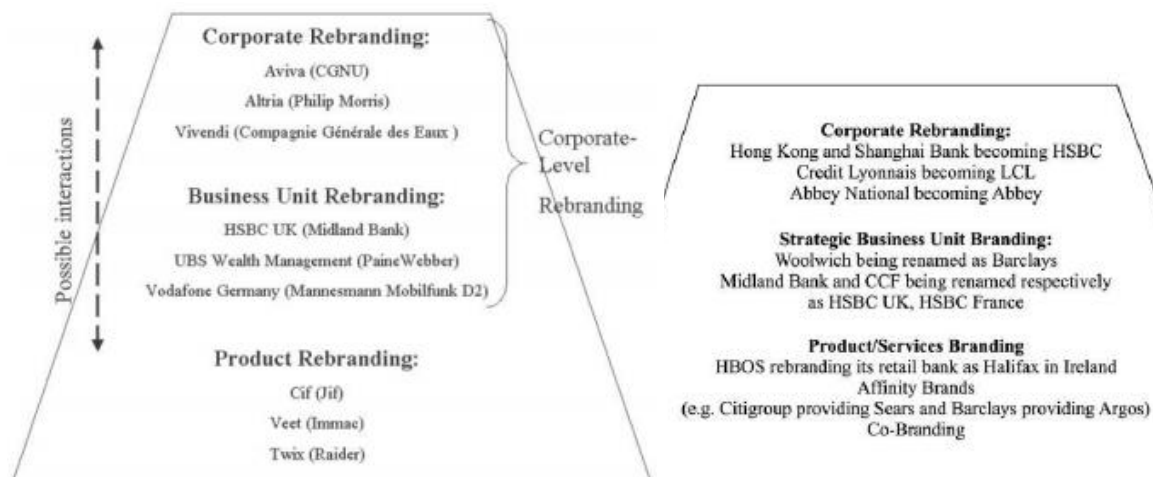


Figure 2. 4 Rebranding in the context of brand hierarchy

Source: Lambkin and Muzellec (2008)

Corporate brand architecture consists of core values shared by various products with a common, inclusive brand identity, which plays a key role in brand-building. The function of corporate brands is to lend credibility/integrity to communications across sectors within the communities, industries and sectors (Urde, 2003). The corporate brand is underpinned by organisational, core and additional values, which come together in creating value in corporate branding (Urde, 2003).

Corporate brand architecture was subsequently developed by Aaker and Joachimstaler (2000) to differentiate between “branded house” and a “house of brands”. Branded house denotes a corporation where its singular brand name applies to all its operations and products whilst a house of brands signifies a parent company with its own corporate name holding an assortment of businesses and products with their own name also e.g. Unilever, Proctor and Gamble (Uggla 2004). It was proposed that four fundamental “brand architectures” exist to firms being, corporate, product, dominant corporate and product, and dominant product and

corporate. It is more common to conform to one class or the other, yet sometimes corporations alternate for different acquisitions (Laforet and Saunders, 1999, 2005).

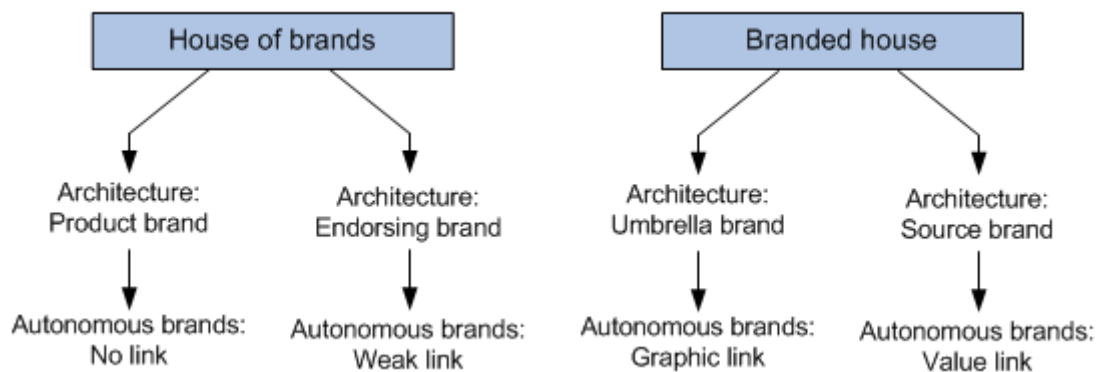


Figure 2. 5 House of brands versus Branded House

Source: Kapferer (2007)




















Branded House	Sub-Brands	Endorsed Brands	House of Brands
One brand creates a single powerful image, sometimes with a descriptor	Combining the corporate brand with strong sub-brands Sub brands help differentiate and boost corporate brand	Leading with a strong sub-brand but leveraging corporate brand as endorser	Decentralized companies targeting diverse markets
    	   	    	    

Figure 2. 6 Examples of Brand architecture

Source: Hitchcock Fleming & Associates (2016)

2.4 The Meaning of Rebranding

Previous theories reviewed were found to share key themes being brand re-vision, stakeholder support and management, shareholder buy-in and inclusive marketing strategy and communication (Merrilees and Miller, 2008; Merriles, 2005; Daly & Moloney, 2004).

Daly & Moloney, (2004) constructs a CR framework into analysis, planning and evaluation actions. Figure 2.6 below outlines the decision process of corporations whether rebranding should proceed, analysis of the situation through auditing, market research and opportunity identification, will enable decisions to be made about retention, neutralising or new decision.

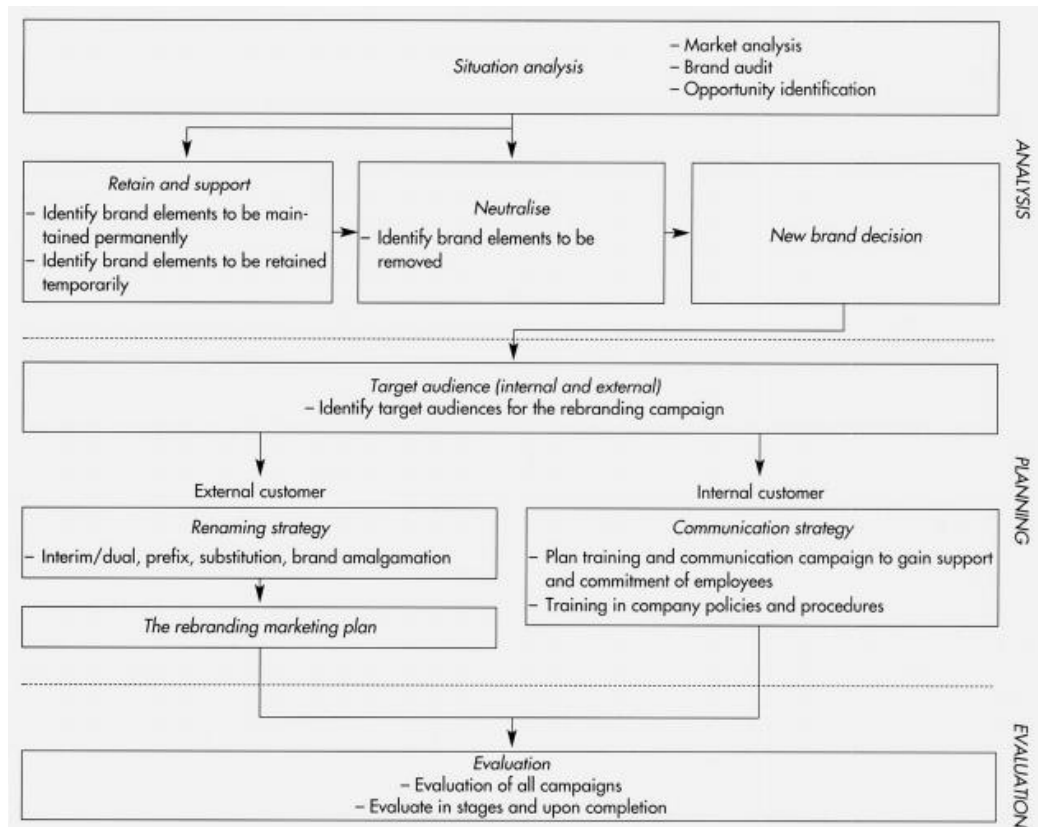


Figure 2. 7 The Corporate Rebranding Framework

Source: Daly & Moloney (2004)

Merrilees and Miller (2008) assert that all organisational departments must unite in the new mind-set and culture, and abandon old ones. Previous theories by Merriles (2005; 2008) developed a theoretical framework consisting of three stages involving the brand vision changes to brand-orientated to fit the customers, gaining stakeholders' support. The model developed by Merriles (2008; 2011) illustrates three main phases for the rebranding process, including initial triggers and outcomes. See figure 2.8 below.

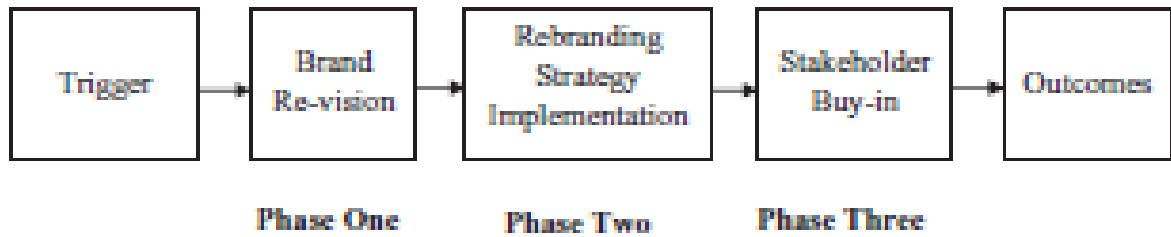


Figure 2. 8 Model of Corporate Rebranding

Source: Adapted from Merrilees and Miller (2008) and Miller and Merrilees (2011)

A conceptual model was created by Miller *et al.* (2014) which integrates the overall rebranding process into distinct phases as per figure 2.8 below; the trigger for rebranding, brand revision, rebranding strategy implementation and stakeholder buy-in outcomes.

Miller *et al.* (2014) identified triggers to CR as reactive and proactive, and as critical and non-critical. The criticality would revolve around a time frame, such as a rebrand prior to floating on the stock exchange, whereas non-critical CR has no specific time frame

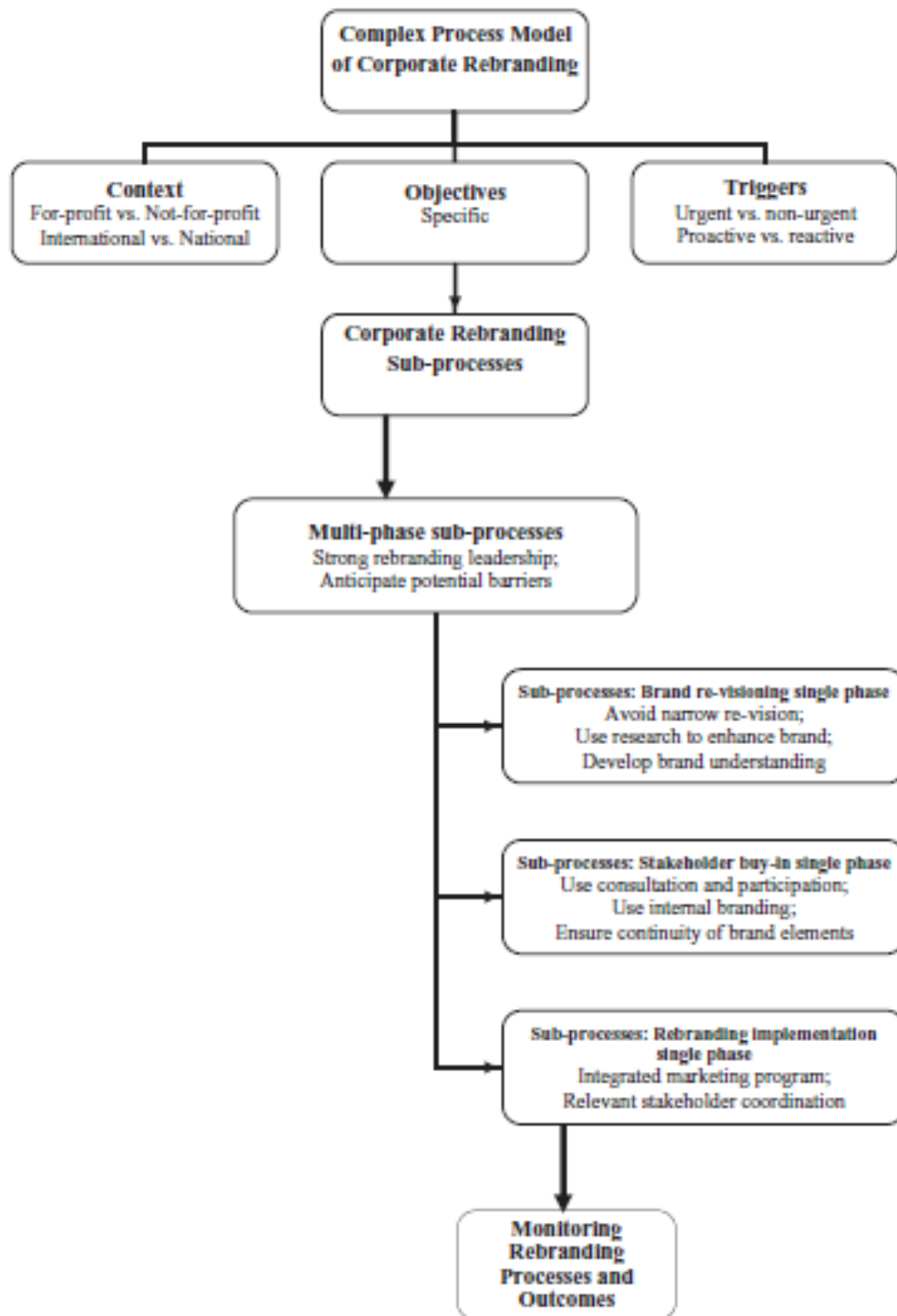


Figure 2. 9 General complex process model of corporate rebranding

Source: Miller *et al.* (2014)

Gotsi and Andriopoulos (2008) observed that corporate brand management frameworks are more focused on internally driving the brand through employees conduct in line with new branding values than through the traditional external stakeholder approach.

2.5 Corporate v Product Rebranding

Corporate and product rebranding are distinguished by corporate features which are stronger and overt in corporate brands (Hatch and Schultz, 2003). They note also that culture and structure are crucial for not alone implementation motives, but as part of brand essence. A corporation may also express its organisational side through highlighting the internal procedures in its corporate branding (Gapp and Merrilees, 2006; Vallaster and De Chernatony, 2006). Corporate brands tend to be controlled by highly-ranked employees/owners, and form their chief strategic plan. (Hatch and Schultz, 2003). They also tend to be more conceptual, signifying high grade ethos, whilst product brands have a more simplistic/practical meaning (De Chernatony, 2002; Urde, 2003). Corporate brands are multifaceted and have varying meanings amongst stakeholders' categories (Balmer and Greyser, 2002).

Corporate branding develops the concept of product branding further to achieve differentiation and preference at organisational level, to appeal to all stakeholders and not alone consumers (Hatch and Schultz, 2001).

Corporate branding is described as an enactment of corporate identity, on which organisational identity is based (Balmer *et al.*, 2009). Whilst corporate branding signifies the same strategy for both brand and the corporate name product branding established separate brand identities for differing products (De Chernatony, 1997). Product imagery varies from brand to brand, even though one corporation may own many product brands (Davies and Chun, 2002). An example of a corporate rebrand is Eircom to Eir, UPC to Virgin Media, and a product rebrand is Mars Marathon to Snickers.

Rapid Innovation, improved services and decreasing brand loyalty in the global marketplace have propelled firms to use corporate branding as a strategic marketing device (Morsing and Kristensen, 2001). In the case of rebranding, corporations will need to choose to build the corporate brand or product brand (Olins, 1995).

Corporate branding permits organisations to use the vision and culture of the entire firm overtly as a part of its distinctiveness (Balmer, 1995, 2001; De Chernatony, 1999). A firm's visibility, familiarity, and reputation is increased through corporate branding more than product branding (Xie and Boggs, 2006). Strong corporate brands enable more investor interest (Balmer and Gray, 2003). There is greater probability of strategic or brand alliances

forming, and are instrumental in gaining and retaining talented staff. The six conventions of corporate branding are illustrated below in figure 2.10.

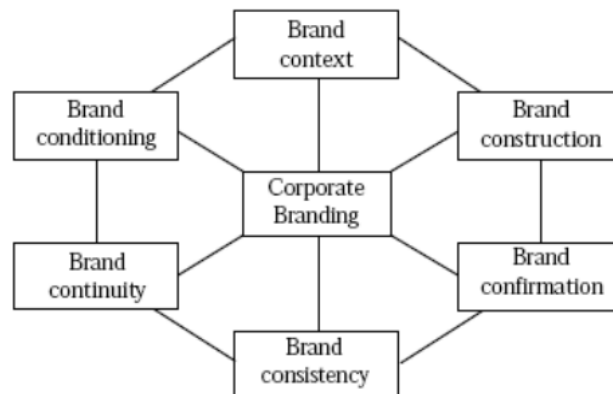


Figure 2. 10 Six conventions of corporate branding

Source: Knox & Bickerton (2003)

Stuart and Muzellec (2004) argue if a corporation fails to be consistent when rebranding, they should at least consider continuity issues. They assert that continuity and consistency are key factors in rebranding.

Product branding offers different benefits for firms in that less damage is caused to the corporate image if a particular product disappoints (McDonald *et al.*, 2001). For example, Proctor and Gamble's reputation was left unscathed when its Tylenol brand underwent a crisis, and its other brands, Pampers and Tide were protected due to individual product branding strategies. Xie and Boggs (2005) suggest that product branding offers the firm more flexibility to appeal and position, although high targeting and market segmentation creates greater marketing costs.

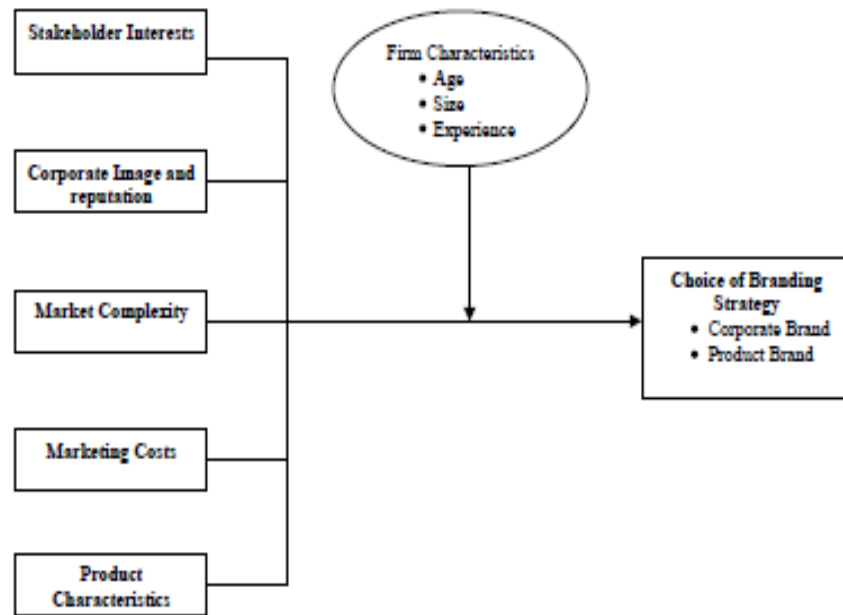


Figure 2. 11 Corporate V's Product Rebrand

Source: Xie and Boggs (2006)

2.6 Product and Services Rebranding

De Chernatony & Dall'Olmo Riley (1999) state whilst product and services branding principles are similar at conceptual level; product and service brands must connect to the functional and emotional values of the corporate identity. However, they affirm that differences of manifestation of certain service brand parts and service delivery at operational level, remains a challenge to firms. Resolutions to this involve a, 'consumer-delighting culture' throughout the firm, including greater communications and staff training (De Chernatony & Dall'Olmo Riley, 1999).

Services have four specific features which differ from products being their intangibility, inseparability of production to consumption, heterogeneity and perishability (Zeithaml *et al.*, 1985). Services tend to carry more risk and more involvement as a result of these traits (Zeithaml, 1981; Murray and Schlacter, 1990; Mitra *et al.*, 1999). Effective services branding involves creating a brand proposition, overcoming internal barriers, assessing service delivery against proposition expectation, constant improvement and growth. (Dobree and Page, 1990). Within a service-orientated CR campaign, employees could potentially be at the front-line of dissatisfied customers and complaints, especially if prices increased or service quality

decreased (Stuart, 2012). Service provision can be variable from the same business, yet a brand name and equity may be a pre-purchase indicator of service quality (Davies, 2007).

Berry *et al.* (1988) state that the corporate name is its service brand name. There is a dearth of literature written on service branding due of a lack of recognition, as services are not known as their brand name (Davies, 2007), i.e. brand of bank is not asked, the corporate name is.

Aaker's (1996) brand identity framework is applied to service branding involves branding as an organisation, as a person, as a symbol and as a product. Organisation involves culture, skill-set, employee compensation, and employee type. The person involves the role communication, personification, attitude, and relationship with the customer consisting of the 7 P's, (product, price, place, promotion, people, process, physical evidence) is applied to the services. Branding of symbols is a more delicate process in services as it involves distinct intangibles (Aaker, 1996).

Service company Southwest Airlines defended against low-cost imitators through the promotion of 'inherent' values within their brand name (Murphy, 1996). However, Barlow and Srewart (2003) attribute the success a service rebrand to the actual brand strategy execution, across all touch points in order to resonate with the customers. Figure 2.12 below illustrates the layers that need to be peeled back to decipher the core brand proposition sustained by underlying brand values (Barlow and Srewart, 2003).

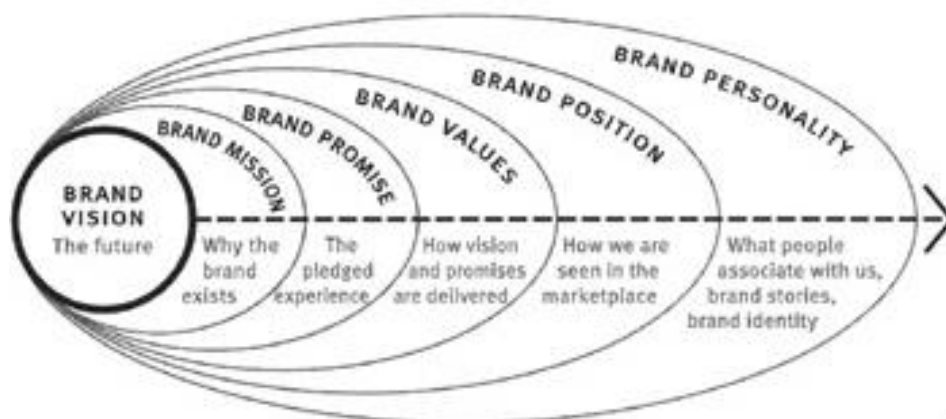


Figure 2. 12 The DNA components of brand space

Source: Christensen and Raynor (2003)

2.7 Reputation Management

Corporate leaders realise how crucial it is to construct and maintain exceptional reputations and strong brands (Abratt and Kleyn, 2012). Corporate branding is often being used to accentuate corporate and brand identities to project a positive image and reputation in a global marketplace (Melewar *et al.*, 2005). They also state that global brand identities and images needed to be synchronised and managed more. Strategy authors assert in the RBV literature that intangible assets like brands and reputation form a sustainable competitive advantage (Omar *et al.*, 2009). Reputation can be defined as the consequence of exchanges between the organisation and stakeholders over time, where they may have varying reputations (Argenti and Druckenmiller, 2004). Figure 2.13 illustrates this.

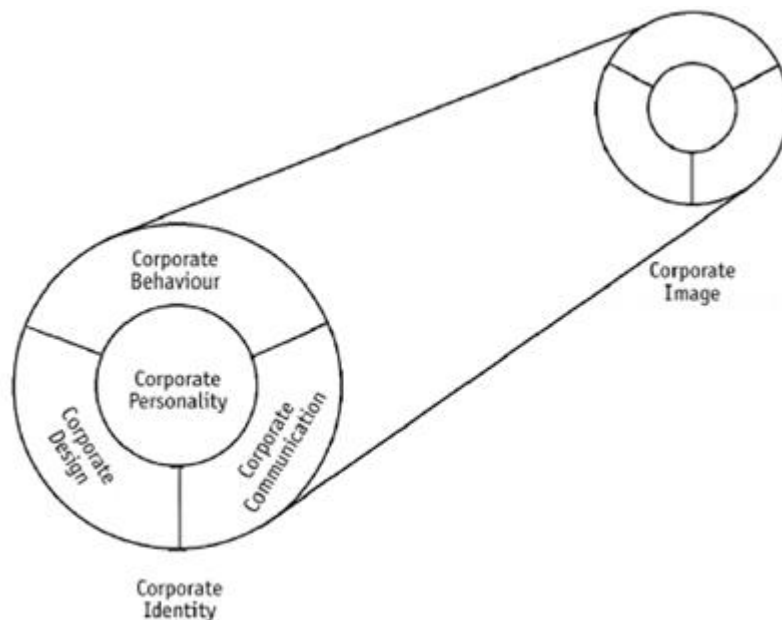


Figure 2. 13 The Corporate Identity/Image Model

Source: Birkigt & Stadler (1986)

Stuart and Muzellec (2004) contend rebranding may not be the resolution to corporate problems and carries high reputation and financial risk (Muzellec and Lambkin, 2006). The excessive cost that CR can incur is highlighted through the BearPoint example whose changes were actioned simultaneously in table 2.1 below.

BearingPoint Corporate Rebrand
(formerly KPMG Consulting)

Amount	Elements requiring change	Total Cost
1	New ticker symbol changed to BE on the NYSE	Rebranding Cost - US\$20m - US\$35m
20,000	Launch announcement packages (sent to clients and associates)	
16,000	New business cards	
16,000	E-mail addresses changed	
500	Signs Replaced in 200 offices	
	Full Corporate rebrand - name, logo and identity.	

Table 2. 2 Official rebirth- Cost & change for a PLC -Day 1

Source: Adapted from Stuart & Muzellec (2004)

They also stress the loss of brand equity in eradicating known brands. UBS incurred a loss of \$770m ‘burying’ two other brands to promote UBS as a global unique brand. Lastly, the hidden/opportunity costs where employees are diverted from daily tasks are highlighted with costs of €58m.

Although expensive, they can be executed relatively quickly and successfully, Accenture Plc., a management and consulting services leader, encompassed a rebranding, restructuring and repositioning in the global marketplace (Kaitaki, 2003). Notably the employees were involved in choosing the name. The new identity was adopted following a three-month phase in/phase out strategy (Kaikati, 2003).

**Accenture Corporate Rebrand
(formerly Andersen Consulting)**

Amount	Elements requiring change	Cost
1	New ticker symbol changed to ACN on the NYSE	Opportunity cost- \$370m Renaming Cost - \$13m Reorganisation & IPO Costs- \$58m
75,000 Employees	Email addresses Business cards	
47 Locations	Signs Replaced in 110 offices	
147 days	Full Corporate rebrand – name, logo and identity.	
		Total Costs- \$441m

Table 2. 3 Accenture – A Successful Rebrand

Source: Adapted from Stuart & Muzellec (2004) and Kaikati (2003).

Chan et al. (2009) state whilst a cobranded corporation can access to their partners' customers and enjoy the benefits of their name, risks associated involve the negative effect on reputation should a crisis occur.

Managers also need to consider multi-stakeholder's orientation and the broad disciplinary scope of CR, instead of relying often on PR-type quick remedies to reposition their corporate brand (Balmer and Greyser, 2003). Management of coherency is crucial and frequent communication of the brand promise, achieves 'statement coherency' between internal and external stakeholders (Morsing and Kristensen, 2001).

Employees are the most important facet that differentiates corporate brands from product brands and as a result their behaviour, values and attitudes as seen to other stakeholders, is important in representing the brand (Morsing and Kristensen, 2001). Employee support remains an unguaranteed part of rebranding, and depends on whether employee support will reform and enable the promise. It is acknowledged by Ikea and Virgin that corporate success and values depend upon employees sharing its vision (Stuart, 2012). Stuart (2012) identified

three factors which influence how employees live the brand during a rebranding; employee identity within the firm (ranking and position); the nature of the rebranding and corporate culture. The more organisational-identity an employee has, as opposed to individual or relational, means they are more engaged and fit better with the core values (Stuart, 2002).

Cultural accord often arises from within subcultures of an organisation rather than across the corporation (Gotsi and Andriopoulos, 2008) although accord may be 'issue-specific' or the fragmentation perspective (Frost *et al.*, 1991). Gotsi, Andriopoulos, and Wilson (2008) outline cultural misalignment to revised corporate brand values and new priorities, which causes employees to maintain identification with old values and oppose change.

2.8 Corporate Identity

Rindell and Stranvik (2010) believe dynamic markets necessitate the requirement to alter and change corporate image and identity through rebranding. A merger or acquisition is a key reason for a corporate to rebrand its logo or name (Muzellec and Lambkin, 2006; Stuart and Muzzelec, 2004). It is acknowledged by Gotsi and Andriopoulos (2007) that the main aspect of choosing a new corporate brand identity is the viewpoint of the various stakeholders regarding the new corporate brand. In the case of mergers and acquisitions, a study by Machado *et al.* (2012) suggests that a monolithic redeployment strategy is favoured when one of the companies is a weaker member. Customers unite components of both identities, when they are two recognised brands.

There is general concurrence that the corporate identity mix consists of products/services, design, corporate culture, conduct, marketplace circumstances and strategy (Melewar *et al.*, 2005). Corporate Identity programmes involve four phases being problem recognition, strategy development, action plan execution and implementation (Van Riel and Balmer, 1997).

Corporate identity reflects the organisations ethos, aims and values, which differentiates it from competitors (Balmer, 1998). Corporate identity consists of four parts being visual identity, corporate identity, organisation identity and organisational identity (He and Balmer,

2007) whilst visual identity is divided into six parts comprising of actual, communicated, conceived, ideal, desired, and corporate brand identity (Balmer and Greyser, 2003).

Strong corporate visual identities not only promote the visibility, but also in effectively achieving a competitive advantage, attracting talented staff and winning support from financial and government bodies (Abratt and Kleyn, 2012; Melewar *et al.*, 2005).

2.9 Conclusion

This chapter investigated the nature of CR. Branding communicates and expresses distinct, unique values to multi-stakeholders. Rebranding is an alteration of the original branding and could be seen as contradictory to brand building. CR appeals to multiple stakeholders, whilst product rebranding is aimed at the consumer stakeholder. The researcher found minimal evidence of product and service rebranding reaffirming the phenomenon of rebranding. Service rebranding is a corporate rebrand in the eyes of the customers and key stakeholders, however a product rebrand is not viewed as a corporate rebrand. Reputation management involves careful adjusting and monitoring to ensure the new message is communicated in a timely way to internal and external stakeholders, employees ‘live’ the new meaning and new culture is correctly aligned. Identity, reputation and branding are linked. Corporations need to be advised of the risk co-branding may carry. Corporate identity is how it differentiates itself from competitors and is revised during a CR process. The pace at which it changes maybe revolutionary or evolutionary, highlighting how variable the time frame of a rebrand can be. The next chapter reviews the process of CR.

Chapter Three

LITERATURE REVIEW II

Branding demands commitment; commitment to continual re-invention; striking chords with people to stir their emotions; and commitment to imagination. It is easy to be cynical about such things, much harder to be successful.” –Sir Richard Branson,

3.0 Introduction

This literature review chapter, part two is a continuation of the prior literature review. Regarding the research question ‘What is the nature and process of Corporate Rebranding?’ this chapter has explored the process and context for CR. The author has identified key sections of CR, and assesses them under the headings of reasoning for rebranding, brand equity enhancement, brand identity evolution, restructuring and change management, enablers and barriers to CR, Integrated Marketing Communications and successful CR. Corporate rebranding is defined further and the reasons given why a company would undergo such a transformation. The conclusion summaries key literature points.

3.1 Reasoning for Rebranding

CR is motivated by numerous reasons including mergers and acquisitions and divestures, marketplace, conditions changing due to competitor tactics, legislative and economic conditions, to be represented globally with appropriate image and by updating the current visual identity (Stuart and Muzellec, 2004). The rationale for a corporate visual identity rebranding stem from internal alterations and external environmental factors. Similarly, they identify organisational, strategy, regulatory or management change; the misinterpretation in the external/internal corporation context, and alteration in corporate operations; competition and requirement to implement economies of scale (Baker and Balmer, 1997).

The significance of revitalising the brand frequently to ensure relevance, novel, vibrant in modern society is highlighted by Merrilees (2005). Internal reasons such as restructuring, a

new image necessity or updating how the organisation's personality is viewed by all stakeholders are important reasons behind a company engaging in rebranding (Lomax, Mador & Fitzhenry, 2002; Miller *et al.*, 2014).

Regarding external reasons, Goi & Goi (2011) state competitiveness, the external stakeholders' assessment, the organisation, and the economy drive the rebranding of business organisations. Under performance was first suggested by Kapferer (1997) as a conventional trigger to rebrand. However, Muzellec and Lamkin (2006) found mergers and acquisitions the key incentive to rebrand, with rating improving brand image lower. In addition, Melewar *et al.* (2012) refer to the functions played by organisational identity, organisational personality, organisational culture, employees, leadership, marketing, brand management, evaluation from stakeholders as key factors in the entire in the corporate branding process.

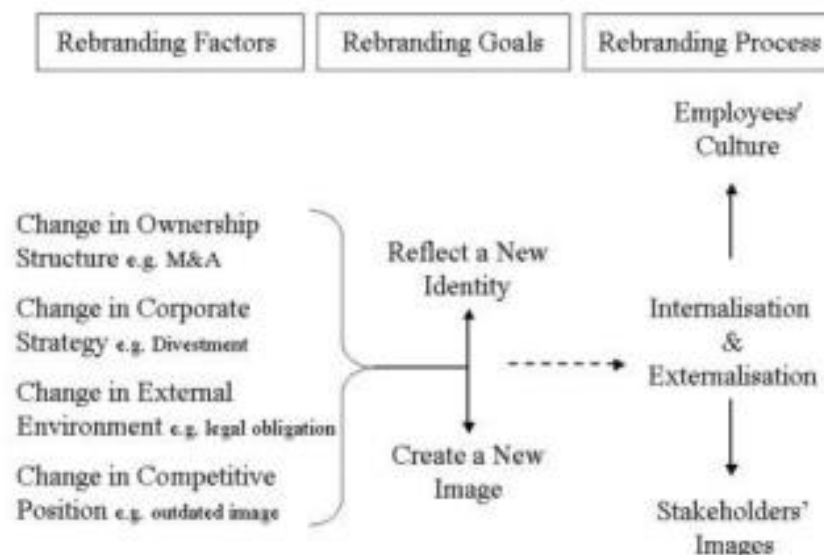


Figure 3. 1 A model of the rebranding process

Source: Muzellec and Lambkin (2006)

3.2 Enablers and Barriers to Corporate Rebranding

Through using major rebranding enablers, a corporation can reduce or triumph over barriers, as illustrated when HighRing Tech firm employed internal branding tactics to turn around their stakeholders' opposition and become a successful rebrand (Vallaster and Lindgreen, 2011). Lomax and Mador (2006) found two main drivers of CR being: corporate structural change and management concerns regarding external stakeholders' perceptions of the

corporation. Miller *et al.* (2014) found six corporate rebranding enablers and five barriers as per table 3.1 below.

Triggers	ENABLERS	BARRIERS
Corporate Structural change	1. Strong rebranding leadership	1. Autocratic rebranding approach
Management Concerns	2. Developing brand understanding	2. Stakeholder tensions
Reactive/proactive	3. Internal brand activities	3. Narrow brand revision
Critical/ non-critical.	4. Continuity of brand attributes	4. Inadequate research
	5. Shareholder coordination	5. Inadequate customer consideration
	6. Integrated marketing programme	

Table 3. 1 Enablers and Barriers to Corporate Rebranding

Source: Miller *et al.* (2014)

Developing brand understanding emphasises the importance of corporate research of all the stakeholders to guide the planning, integration and development of the revised brand. (Miller *et al.*, 2014). Miller and Merrilees (2013) state that brand revisions should consist of performance enhancement tactics throughout the endeavour, leading the way for stronger corporate revisions which are also established with the stakeholder needs and input. This entails implementing a strategic management perspective. (Miller *et al.*, 2014). The motivation for changing sends a positive message to the marketplace of the progressed, enhanced company (Stuart and Muzellec, 2004).

Miller and Merrilees (2013) state brand revisions should consist of performance enhancement tactics throughout the endeavour, leading the way for stronger corporate revisions. Poorly focused brand re-vision offer customers restricted value, generates small performance

benefits, and hinders staff buy-in, as proven with corporations with reduced employer brand appeal.

Miller and Merrilees (2013) assert stakeholder buy-in from internal and external, impacts how successful or unsuccessful a rebrand is. Cooperation, commitment and comprehension behaviours facilitate the process). Merrilees and Miller (2008) contend the lack of buy-in weakens the effectiveness of CR and suggest that all brand components, including buy-in and alignment, need to be incorporated into the CR plan. Particularly as the role of the employees is often overlooked (Stuart and Muzellec, 2004). It is recommended enhanced management of stakeholder relations, predominately interactive and collective approaches would resolve this matter (Miller and Merrilees, 2013).

Disconnect can form a barrier to CR, and it is recommended enhanced management of stakeholder relations, predominately interactive and collective approaches would resolve this matter (Miller and Merrilees, 2013). Employees can be left open to negative PR due to the lack of internal communications and engagement, therefore ownership is encouraged (Gotsi and Andriopoulos, 2007).

Additionally, Gotsi and Andriopoulos (2007) attributed four dangers of CR as firstly, disconnection with the core (alienating certain stakeholders with the new brand) (Jaju *et al.*, 2006). Such departure from their identity and heritage, may cause a crisis of identity for employees as buy-in fails. E.g. TELCI. Secondly, stakeholder myopia (more shareholder and not employee centred) which lacks internal communication and ownership of the new brand. Thirdly, emphasis is on the label where failure to engage and transfer the new meaning, across the organisation's culture. Fourthly, not being a unified company, with regards identity and culture. These pitfalls draw attention to internal communications and stakeholder buy-in, particularly facing pre-flotation time restraints.

3.3 Restructuring and Change Management

Miller *et al.* (2014) affirmed that corporate brands are strategic assets. CR and business restructuring are more effective on value creation when performed simultaneously

(Kalaighnam and Bahadir, 2012). Rebranding or brand deployment during mergers and acquisitions is the suggested approach to avoid decreases in brand equity of the acquired company, when the dominant acquirer's strategy is implemented (Lomax and Mador, 2006; Jaju *et al.*, 2006).

Changing a brand vision is 'brand revision' and would suggest organisational change process would be required to instil the new brand values (Merrilees and Miller, 2008). Kotter (1996) suggest as rebranding and change management have similarities, rebranding should turn to the change management literature for insights revolving transformation, vision and strategy development, communication, empowerment of members, and cementing the new plan across the culture.

Change management has been subject to high failure rates (70% approximately), and remains so for the past decade (Kotter, 1996; McKinsey & Company, 2008) It is suggested by Miller *et al.* (2014) that certain academic areas of leadership, communication, resisting change would offer beneficial insights to the excessive failure rate. Additionally, Lambkin and Muzellec (2008) contend that corporations should use the rebranding opportunity to point to the strategic direction and benefit from brand equities arising from the M&A.

Resistance to change is a negative implication of CR (Ashforth *et al.*, 2008). Deep structure identification by employees can be managed if changes by corporations are seen to have 'continuity with the past' (Rousseau, 1998). This type of employee tends to be more focused on the change practices/processes than the change aftermath/outcomes (Van Knippenberg *et al.*, 2006). Trust was found to be an important facet of organisational change and a forecast of the commitment of members after a merger (Bartels *et al.*, 2006).

3.4 Brand Equity Enhancement

Rebranding is often chosen as a means to improve efficiencies and increase brand equity (Shetty, 2011). This is also supported by Bikram and Kaur (2013) who state choosing the best branding strategy is the means to enhancing brand equity. The value added component that accompanies the brand image may point to a means for creating a sustainable

competitive advantage (Bharadwaj *et al.*, 1993). Brand equity is defined as a function of the psychological connections held by consumers to the brand name (Keller, 1993). Kaikati and Kaikai (2003) suggest that brand equity comprises of brand name, its loyalty, perceived quality and brand associations. Recognised brands take years to build through sustained investment and time with the expectation of a retained customer base, profitability and as continual revenue source (Aaker, 1996; Keller, 2002). Muzellec and Lambkin (2006) argue that rebranding could reduce significantly, even or terminate brand equity. Unless the rebranding is successful in enhancing the brand equity, it would be deemed a pointless exercise. Altering the image and long held views is not easy, particularly if the company wants to enhance established strengths (Rindell and Stranvik, 2010).

Conley (2008) attributes the immense selection of products, services, and competition in the market to firms enduring "corporate insecurity" and, asserts branding, rebranding and cobranding could be the resolution to this. Lambkin and Muzellec (2008) assert that M&A activity gives rise to decisions regarding a name change. Two merged firms, must decide what name best represents the entity whilst following an acquisition into the parent group, the acquired firm needs to be integrated by either being renamed to acquirer's name, renamed with a new/joint name or keeping the name. They highlight the challenge of stakeholder buy-in and communicating change, in maintaining brand equity of the acquired brand and operations.

Corporation core values and corporate brands is pivotal for a corporate's brand equity and competitive state in the marketplace (Urde, 2003). Davies (2007) asserts that from a financial, strategy and customer behaviour point of view, brand equity is a crucial marketing concept.

3.5 Brand Identity Evolution

Revitalising and repositioning a brand through gradual, incremental modification of the brand proposition and marketing aesthetics can be considered a natural and necessary part of the task of brand management in response to changing market conditions (Aaker, 1991; Kapferer, 1998). Similarly, global brands need to therefore evolve into new markets like its customer base. Rindell and Stranvik, (2010) contend as global markets now exist, the brand evolution situation is evident and the control is in the consumers favour. New technology has contributed unanticipated, swift changes and stakeholder empowerment in the market.

"Brand evolution" defines a corporate brand as images, values and meaning, which are evolving in differing touchpoint environments amongst customers, the company, and network throughout time. Revolutionary change consists of name, logo and slogan and evolutionary being a change in one category (Muzellec & Lambkin, 2007). It is asserted by Merrilees and Miller (2007) that evolutionary rebranding is more successful than revolutionary. An example of poor revolutionary change was when British Airways became an international carrier and employees maintaining existing British values viewed this negatively (Balmer *et al.*, 2009).

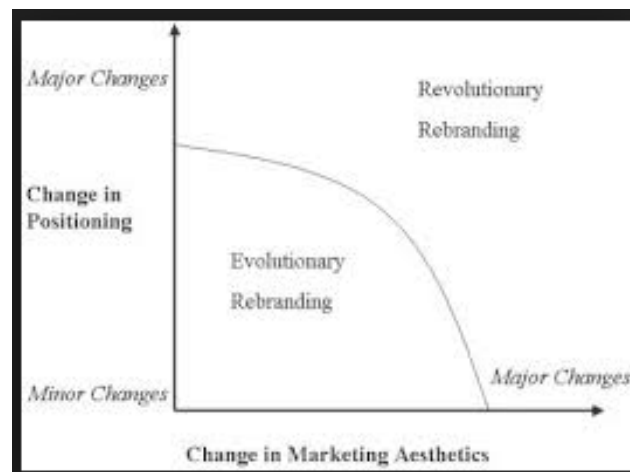


Figure 3. 2 illustrates level of change in positioning and marketing aesthetics.

Source: Muzellec and Lambkin (2004)

CR is the constant adaption renewal of values to achieve continuity of business (Tevi and Otubanjo, 2013).

A study by Rindell (2014) suggests that time and context are important factors in consumer's mind and stakeholders regarding evolving brand image and its establishment (Rindell and Iglesias, 2014). Rindell (2007) describes image heritage held by consumers of brands consists of previous brand experiences and image-in-use relates to real time contexts. According to Urde *et al.* (2007), brand heritage is "a dimension of a brand's identity", where the corporate's past (values, reputation, logos) is very important.

3.6 Design Process & Strategy

Brand identity correlates to brand equity and is important part of brand strategy management (Zaichkowsky, 2010). The technique in which firms uses logos, fonts, architecture and nomenclature to convey its character, nature and ethos describes a corporate visual identity (Balmer, 1995). These elements create a distinctive brand that is differentiated from competitors. Furthermore, brand differentiation has been arguably a key reason for a brand's growth (Agres and Dubitsky, 1996). It is noted that brand certain components of the brand influence consumers subconsciously and consequently, brand managers should understand brand meaning and psychological processes of perception (Zaichkowsky, 2010). The table below highlights important elements of corporate identity. The objective of a corporation is to create high recall and recognition, however in a bid to become distinctive, brand names difficult to pronounce become difficult to remember (Zaichkowsky, 2010).

Before deciding upon a name, it is advised intensive research, analysis and testing is carried out for the trademark, URL availability, and cost. The new name should be unoffending, memorable, short, and pronounceable in their planned locations (Kaikati and Kaikati, 2003).

The design trees as set out in in figure 3.3 and 3.4 below illustrate map out the choices to take when renaming a brand or designing a logo

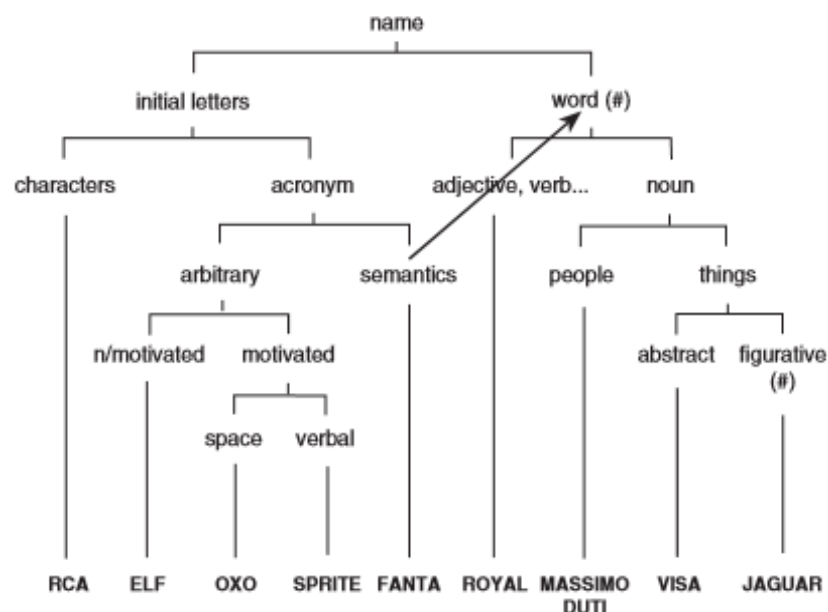


Figure 3. 3 Design Tree for brand names

Source: Zaichkowsky (2010)

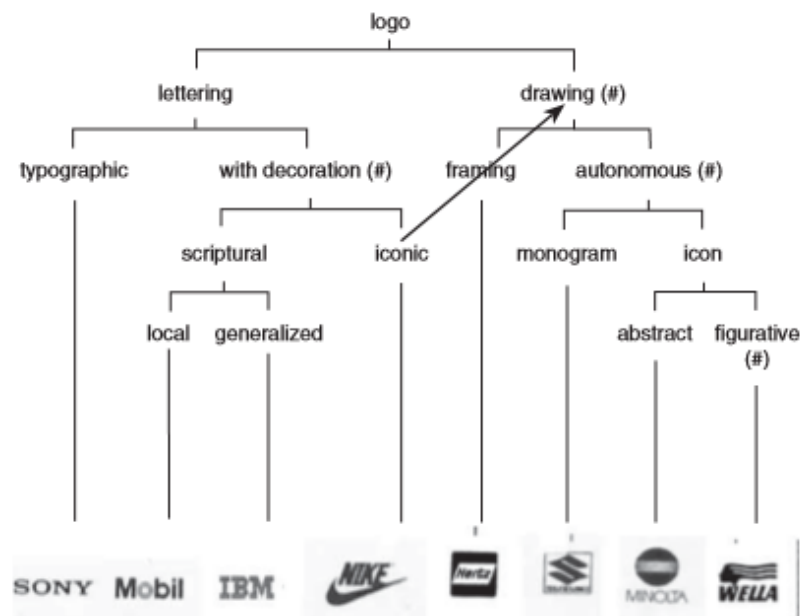


Figure 3. 4 Design Tree for brand logos

Source: Zaichkowsky (2010)

They also state that colours as the primary point of brand identification, should be limited to two -three colours for protection purposes and, multi-coloured designs lack a specific identity. When the typography is congruent with the corporate image (i.e. innovative or traditional) it informs the consumer quicker. Therefore, corporations are advised to adopt a coherent font policy for all brands (Zaichkowsky, 2010).

BRAND NAMING STRATEGY	
1.Strong, distinctive coined name. E.g. Accenture	
2. Less strong inherently distinctive, has meaning in English but no reference to the product/service. e.g. Crest	
3. Weak distinctive wording that suggest, but not describe. e.g. Sunkist	

4. Weak distinctive wording that describe, but not clearly. e.g. Gardenfresh				
TYPOGRAPHY & MEANING				
	Bold (potency)	Century Bold (economy & strength)	<i>Italics</i> (associated with activity)	
COLOUR & MEANING				
Red	Excitement, power, passion, energy, courage. basic survival, 'fight or flight', masculinity e.g. Virgin Group			
Blue	Relaxing, calming, trust, integrity, logic & communication Possibly aloof, cold & unapproachable. e.g. Tiffany & Co			
Green	Envy, environmental awareness, equilibrium, harmony, peace, attractive to youth and those full of zest, balance, refreshment, rest, restoration, reassurance, money, Good taste, e.g. Starbucks			
Brown	Ruggedness, nature, earthiness, warmth, reliability, dependability, safety seriousness, support. e.g. UPS			
Yellow	Happiness, Competence, Jealousy, e.g. McDonalds			
Purple	Quality, luxury, Sophistication, decadence, Power, Authority e.g. Cadburys			
White	Simplicity, efficiency, purity, happiness, sincerity, clarity, sophistication, hygiene, sterility, cleanness e.g. Nike			
Black	Sophistication, Expensive, Fears, Grief, Glamour, Exclusivity e.g. Chanel			

Table 3. 2 Strategies and elements to create a distinctive new brand

Source as adapted: Zaichkowsky (2010), Business Insider (2016), Labrecque and Milne (2011), Aslam (2006), Colour Affects (2016)

3.7 Strategy Implementation

Corporate leaders must decide from or combine six rebranding strategies to implement the changeover (Kaikati and Kaikati, 2003).

REBRANDING STRATEGIES	
Phase-in phase-out Strategy	This where the acquiring company/new brand is linked to the acquired company/old brand for an introductory period. The old brand is phased out after the transitional period. E.g. Eircell/Vodafone.
Combined branding Strategy	This strategy combines the existing brands. Some corporations use umbrella or a single brand across all product/services. The global brand is used to endorse the other brand.
Translucent warning Strategy	The rebrand is communicated before and after to the customers. This involves intensive promotion.
Sudden Eradication Strategy	This strategy is employed to eliminate the old brand immediately and replace it with another, with no warning to customers. Suitable for failing/dying brands from which the company wishes to disassociate.
Counter-Takeover Strategy	This strategy occurs when following an acquisition, the dominant company reverts to the original branding of the acquired company. Usually employed when the acquired company is better known and respected.
Retro-Branding Strategy	Seen as a drastic turnaround; it is where corporations reinstate a name they abandoned in the past.

Table 3. 3 Rebranding Strategies

Source: Kaikati and Kaikati (2003)

Also referring to strategies, Daly & Moloney (2004) adapt Kapferer's (1992) approach to renaming as interim/dual, prefix, substitution and brand amalgamation. An example of phase in/phase out strategy of a logo is demonstrated in figure 3.5 below.

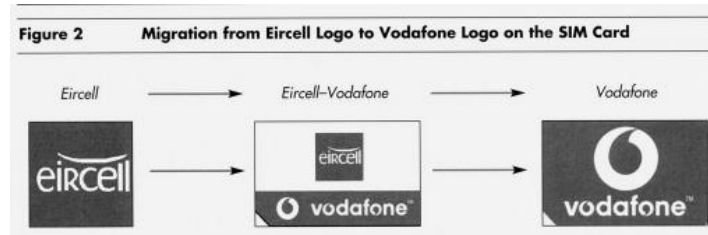


Figure 3. 5 Rebranding Strategy of Vodafone

Source: Daly & Moloney (2004)

3.8 Integrated Marketing Communication [IMC]

Daly & Moloney (2004) state that planning involves how the brand will be communicated to the external and internal stakeholders, and how the process to completion stage will be evaluated as a success or failure. Merrilees and Miller (2008) develops this model further by adding three principles of high level brand orientation via communicating and marketing, high level of integration and alignment of rebranding strategy, finally promotion to stakeholders. See the principles of CR as per table 3.4 below.

THE PRINCIPLES OF CORPORATE REBRANDING		
1	Suitable brand revision.	Strong branding and Innovation – necessitates corporate sustainability. Suits the core ideology and advances it.
2	Retain some core brand concepts	Traces of corporate brand memory should not be totally abandoned.
3	Entry into new markets	New market segments tailored for the different needs from the initial customer base.
4	High level of Brand Orientation	Employee buy-in through IMC, communication & training.
5	Integration and Co-ordination	All components of the strategy are implemented methodically. In particular, the brand touchpoints.
6	Communication to stakeholders	Promote via PR campaigns and advertising, However, PR is more advantageous to change attitudes and raising awareness.

Table 3. 4 Principles of Corporate Rebranding

Source as adapted: Merrilees and Miller (2008)

IMC can be defined as the practice of managing every source of information regarding a product/service which is visible to prospective consumers, which leads to purchase behaviour ending in a sale and customer retention (Schultz, 1991, cited by Reinold and Tropp, 2012). IMC should not only be reliant on traditional marketing communicative media; it should also adjust for each brand touchpoint to communicate with the public (Schultz, Tannenbaum and Lauterborn, 1996).

Nowadays, competition is more prevalent and customers have more power, which is why marketing practices focus moved from being product-centric to consumer-centric (Mulhern, 2009; Ewing, 2009).

Information can be conveyed via assorted channels and platforms to the market, meaning the customer can communicate with others and the corporation. The two-way real time communication establishes the necessity of building customer relationships and defending against competition (Mulhern, 2009). The IMC five step approach developed by Mulhern (2009) responds to the competitive marketplace, by seeking to build customer relationships and managing stakeholder expectations. See table 3.5 below

FIVE STEP IMC APPROACH	
1	The development of a communication mix to influence customer behaviour and attitudes at firm level
2	A market-based (outside-in) approach to communications
3	To nurture all relationships
4	Customer contact methods to be outlined in the strategy
5	Coordination between communicative platforms being compulsory to develop a competitive brand. However, without support from senior management (Swain, 2004)

Table 3. 5 Mulhern's five step IMC approach

Source: Mulhern (2009)

IMC incorporated into strategy to synchronise the marketing efforts of a firm can achieve uniformity across all communications, thus reducing costs, improving interdepartmental

relations, effective use of channels, increased profits and efficient usage. (Kitchen and Burgmann, 2015).

3.9 Successful Corporate Rebranding

Rebranding is deemed successful if it achieves increased profits, sales, an enhanced corporate image, reputation and meet its overall goals (Miller *et al.*, 2014). Miller and Merrilees (2013) state successful changes may be due to ‘framing’ or ‘capacity-creating’ leadership. Non-urgent cases are able to invest more time in CR activities that include most enablers thus enhancing the potential for strong outcomes (Miller *et al.*, 2014).

3.10 Conclusion

This chapter reviewed and identified the key concepts and context for corporate rebranding. Many reasons of CR were explored such as internal factors including leadership and external factors such as the economy, globalisation, change in ownership through mergers and acquisitions, competition, and stakeholders. Enablers are prominently the drivers of CR (Miller *et al.*, 2013). Brand equity is an intangible asset that can be enhanced through rebranding, in the marketplace through its core values and communicated brand. The indicators from the key research undertaken from the available papers and journals taken highlight the need for management, buy-in and interwoven communication. As the brand identity changes, problems such as resistance-to-change, changed perception of values, vision and quality arises.

CR is not stand alone, strategy has to be identified and steps undertaken, due to a high failure rate, need to be orchestrated cautiously to ensure a smooth transition. This literature review highlighted the nature and the context for rebranding, which remains a complex ‘phenomenal’ process. CR, “requires persistence, commitment and planning, it takes time, demands employee involvement, and, perhaps most importantly, necessitates an appreciation of the multi-faceted nature of organizations” (Gotsi and Andriopoulos, 2007:343). The author applied a qualitative approach to analyse three case studies who have recently undergone a rebranding Red Hat Mobile, Ornua and Walsh’s Bakehouse. It aims to investigate the nature

and the processes involved in each. CR through interview technique, document analysis and secondary sources.

Chapter Four

METHODOLOGY

4.0. Introduction

The purpose of this methodology chapter is to define the research design and methodology, research problem and data collection methods of the research. It aims to highlight how the analysis of findings will be performed and also its consideration and compliance to ethical protocols. This chapter also seeks to justify the chosen methodology and identify the limitations of the overall research. The conclusion will summarise the key points within this chapter.

4.1. Research Problem

A research problem can be defined as ‘an intellectual stimulus calling for a response in the form of scientific inquiry’ (Frankfort-Nachmias and Nachmias, 1996). Research within the humanities focuses around 4P’s being people, problems, programs and phenomena (Kumar 2005). Considerations taken in the problem selection were expertise, interest, magnitude, relevance and availability of data (Kumar 2005). Once decided, Henn *et al.*, (2006) recommends that the research problem should be specific, narrowly focused, carefully defined in order to be a manageable, coherent problem. Formulating a researchable problem is the most important stage of the research process and must uphold against scrutiny and comply with procedures (Kumar 2005). Corporate rebranding still remains a phenomenon that is little comprehended, being underdeveloped and lacking definition. There is a gap in literature of what exactly CR is. Therefore, the overall objective is to address this gap and make a contribution to both literature and to practice. It aims to inform managers of the limitations and pitfalls of corporate rebranding.

4.2 Research Question

It is acknowledged by Bryman and Bell (2003) that the lack of research questions, or badly constructed questions guide researchers to poor research. They highlight how critical the research questions are for directing literature searches, decision making regarding design methods, data collection, participants, analysis writing and for maintaining focus on objectives. Marshall and Rossman (1999) confirms by suggesting that research questions should be general in order to permit exploration yet focused to delimit the research, which is the hallmark of qualitative studies. Corporate rebranding is not a fully developed area of research to date (Opuni, 2013). It comprises of inconsistent literature offering a variety of theories (Miller *et al.*, 2014). Therefore, the author intends to address this research problem through the investigation of recent rebranding of cases from various sectors through revolutionary rebranding of a large cooperative corporation (Ornua) and SME (Walsh's Bakehouse) and by acquisition (Red Hat). Revolutionary change consists of name, logo and slogan and evolutionary is a minor, gradual development in its positioning and aesthetics, consisting of a change in one category (Muzellec and Lamkin, 2004). WB previously underwent evolutionary change occurred, and this study investigates if evolutionary was a more suitable option for Ornua and WB. Therefore, the research question is:

What is the nature and process of Corporate Rebranding?

4.3 Research Objectives

Research objectives are outlined in table 4.1 below.

RESEARCH OBJECTIVES	
1	To investigate the nature of Corporate Rebranding.
2	To examine the corporate rebranding process.
3	To identify the rationale for Corporate Rebranding.
4	To explore and determine the key environmental influencers and inhibitors of Corporate Rebranding.

Table 4. 1 Research Objectives

4.4 Research Approach

The philosophy that underpins qualitative and quantitative research methodologies differ greatly in terms of methods, models and procedures used for data collection, analysis and communication style (Kumar, 2005) See table 4.3. The research onion (Saunders *et al.*, 2009) in Figure 4.1 below highlights the quantitative and qualitative layers a researcher may choose to reach data collection. Table 4.2 summarises the research choices and indicates the chosen approach of the author.

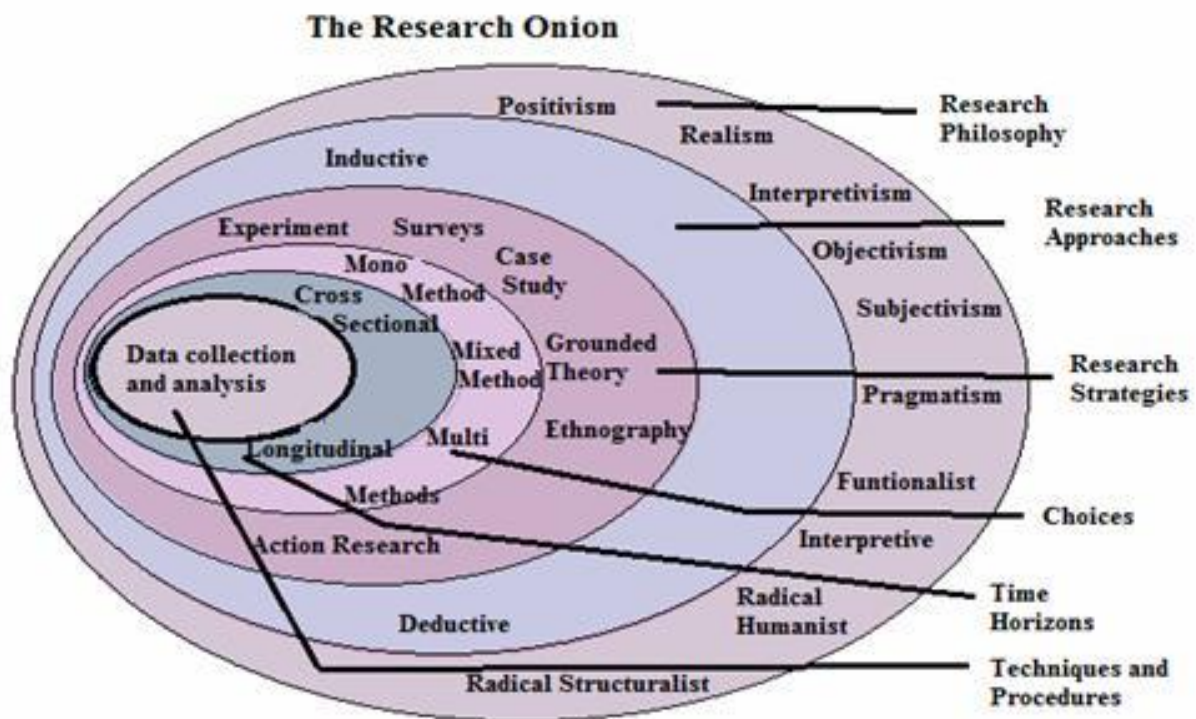


Figure 4. 1 The Research Onion

Source: Saunders *et al.* (2009)

Research Philosophy	Research Approach	Research Strategies	Choices	Time Horizons	Techniques & Procedures
Interpretivism	Inductive & Deductive	Multiple Case Studies	Multi	Longitudinal	Primary & Secondary, mixed, manual & computerised

Table 4. 2 Research approach adopted.

Interpretivism is a dominant research perspective associated with qualitative methods; whilst positivism is more usually associated with quantitative methods. It is argued that it is important to understand from the perspective of the people being studied, unlike the causal and effect method of positivists. (Henn *et al.*, 2006). Theorist Max Weber states “it takes account of behaviours of the other and is thereby orientated in its course” (May, 2001:4). A distinction is drawn between natural and social sciences where behaviour is understood in relation to conscious intentions, motives, reasons and the researcher’s values; thereby building a thick description from describing and probing (Glesne, 2006; Henn *et al.*, 2006). Interpretivism links with the unstructured methods of qualitative methods. This study is conducted within the interpretivist paradigm.

	Quantitative Research	Qualitative Research
<i>Philosophy</i>	Rationalism	Empiricism
<i>Research perspective</i>	<i>Positivism</i>	<i>Interpretivism</i>
<i>Methodology approach</i>	Structured/rigid/predetermined	Unstructured/flexible/open
<i>Objective</i>	To quantify & extrapolate results to broader population	To gain an understanding of underlying reasons/beliefs/motivations.
<i>Main purpose of investigation</i>	Quantify extent of variation in phenomenon, situation, issue. To understand why? How? The process? Influencers & context?	Describe variation in a phenomenon, situation, issue. To measure, count, how much? How often? Proportion, relationships in data.
<i>Measurement of variables</i>	Emphasis on measurement or classification of variables	Emphasis on description of variables
<i>Sample size</i>	Larger sample size	Fewer cases purposively selected (non-random)
<i>Referred as</i>	Respondents/subjects	Participants/interviewees
<i>Focus of enquiry</i>	Narrows focus. Assembles information from more respondents/subjects	Covers multiple issues assembles from fewer participants
<i>Dominant research value</i>	Reliability and objective	Authentic but no value-free
<i>Dominant research topic</i>	Explains incidence,	Explores experiences,

	prevalence, nature, formulates theories	meanings
Data collection methods	Population surveys, opinion polls, exit interviews	In-depth interviews, observation, focus groups
Data	Numbers/numerical data	Words (textual data)
Analysis of Data	Subjects variables to frequency distribution, cross-tabulations, statistical procedures Statistical Analysis	Subjects responses, narratives, or observation to identification of themes and description of these Interpretive analysis
Communication of findings	Organisation more analytical, drawing conclusions and testing the magnitude and strength of a relationship.	Organisation more descriptive & narrative in nature
Outcome	Identify prevalence, averages & patterns	Develop understanding, identify beliefs or actions

Table 4. 3 Key differences between qualitative and quantitative research

As adapted Source: Kumar (2005) and Hennink *et al.*, (2011)

Table 4.4 below also illustrates how quantitative and qualitative techniques differ with respect to research methods employed.

METHOD	QUANTITATIVE RESEARCH	QUALITATIVE RESEARCH
OBSERVATION	Preliminary work (prior to questionnaire)	Fundamental to understanding another culture
TEXTUAL ANALYSIS	Content analysis	Understanding participant categories
INTERVIEWS	Survey research	Open ended questions to small samples
TRANSCRIPTS	Used infrequently – to check accuracy	Used to understand how participant organize their talk and body movements.

Table 4. 4 Data collection & Analysis differences

Source: Silverman (2005)

4.5 Qualitative Research & Research methods

Silverman (2005) defines a methodology as the choices a researcher makes regarding cases to study, methods of data gathering, and forms of data analysis in planning and implementing a research study. According to Denzin and Lincoln (2008) the qualitative researcher, also described as bricoleur, utilises whatever strategies, methods and empirical materials are at hand. Bazeley (2013) defines qualitative research as an all-encompassing research approach which focuses more so on qualities and not quantities of items. Given the nature and scope of the study, qualitative research is the preferred method as it explores into the complexities and processes of CR. It also is best for researching little-known phenomena in a natural setting (Marshall and Rossman, 1999). The nuanced traditions of qualitative research, being individual and lived experience, society and culture, and language and communication indicate the best strategy. They propose the undertaking of in-depth interviews alone, case study and microanalysis (Marshall and Rossman, 1999).

It is posited by Nelson *et al.* (1992) that the research practices employed is dependent upon the questions and their context. Methods are specific research techniques where a researcher conducting quantitative research (a positivist) may adopt certain qualitative methods, and alternatively where qualitative research is favoured, a constructionist may use certain quantitative methods to determine patterns (Denzin and Lincoln, 2008).

4.7 Research Design

“A research design provides the framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to a range of dimensions of the research process” (Bryman and Bell, 2003). This truism is repeated by Silverman (2005) who states that chosen research methods should be based on the specified task at hand. Kumar (2005) concurs that it is a plan of procedures undertaken by researchers to resolve questions validly, objectively, precisely and cost-effectively. Qualitative methods will involve a holistic, open, flexible and interpretative investigation for Corporate Rebranding (Sarandakos, 1998). Documenting the rationale for this research method involves transparency (Silverman, 2005).

4.6 Diagram of Actual Research Process

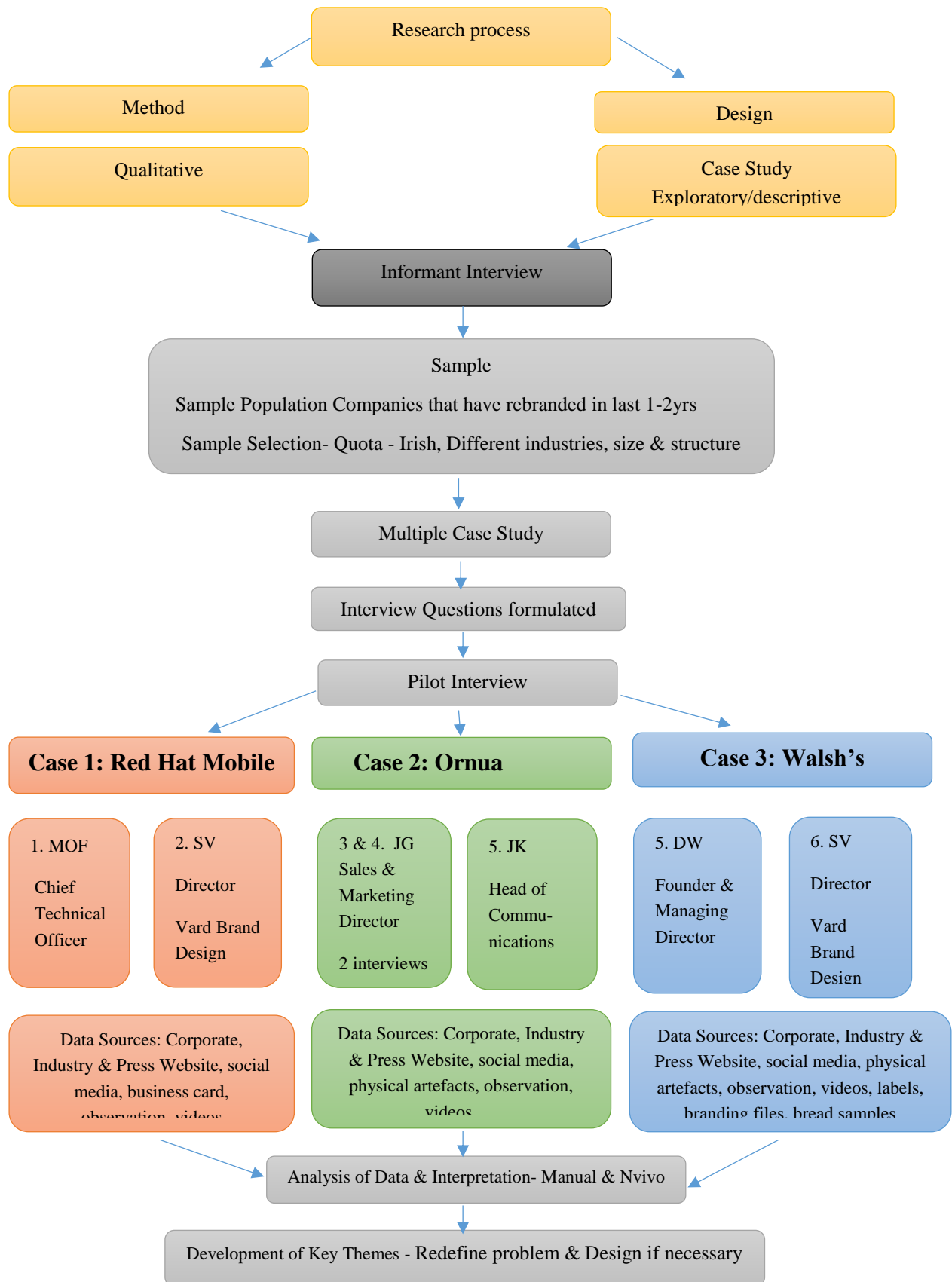


Figure 4. 2 Overview of actual research process**4.7**

Given the nature of the study, it is most appropriate to take a qualitative approach because it is founded on meanings expressed through words and captures rich information that cannot be collected in a numerical or standardised way (Saunders *et al.*, 1997). Marshall and Rossman (1999) state that the case study approach is deemed the most difficult strategy as it encompasses multiple methods such as interview, surveys, observation and document analysis. However, they affirm it is less personal than concentrated, in-depth interviews as the interaction is dispersed via other methods. Three case studies were researched, and consequently different experiences will add more depth to the study. Stake (2000) characterises three different types of case studies; intrinsic, instrumental and collective. The research approach will employ multiple cases; Walsh's Bakehouse, Ornua, and Red Hat Mobile will be used to provide broad insights into rebranding.

Type of Structure	Approach	Purpose of Case Study (single or multiple case)		
		Explanatory	Descriptive	Exploratory
Linear	Linear -analytic approach to an issue	x	x	x
Comparative	Repeat the same CS comparing to other descriptions, explanations	x	x	x
Chronological	Presenting CS in order	x	x	x
Theory Building	Building theory logically through the CS	x		x
Suspense	Inverting the linear Explains conclusion	x		
Unsequenced	Sequence of chapters of no particular specific importance		x	

Table 4. 5 Six structure and their application to different purposes of Case studies

Source: Yin (2003)

Case study purposes are not mutually exclusive. As mainly an exploratory investigation in nature, it is considered preliminary work for social research. (Tellis ,1997). This study fits under the exploratory heading of being linear, comparative, and chronological (Yin, 2003).

4.8 Justification for research approach

The research will ensure rigour (Mile and Huberman, 1994) and comply with the criteria of design. Research is formulated to meet the following criteria. It must first be reliable –the consistency of measurements entail the results are repeatable (Bryman and Bell, 2007). Secondly, it is replicable, where procedures are detailed and finally it will possess external validity (generalisable- results being generalised beyond the research context to the population) (Frey and Oishi, 1995). The case study protocol addresses design parameters of the research (see Appendix B).

Focus groups are a source of evidence for case study design however, independent responses were sought and due to the large volume of data, they are unsuitable for the achieving more personal data levels with elite interviewees (Hennink *et al.*, 2011). Surveys are also another method suited to case study, however they fail to offer in-depth explanation into phenomena (Kumar, 2005). Also, due to the myriad of different attitudes, perspectives and meanings conveyed in a response by interviewees, it is difficult to categorise into closed questions on the survey date. (May, 2001)

4.9 Data Collection Preparation - Piloting

Pre-test occurred with an informant of a Sales Promotion company to ascertain questions to ask, provide industry examples of companies undergoing rebranding process and as an alternative perspective/advisor to the case study companies (Saunders *et al.*, 1997). The author used the feedback to align questions more appropriately, to reveal and highlight important issues previously concealed. This pre-interview was used as a pilot providing the basis for sampling and further interviews. Additional piloting was used on test participants to ascertain flow, tone and relevance of questions and the interviewer's own competencies. Hennink *et al.* (2011) propose piloting interviewing as a means to pre-empting how questions may be interpreted. They provide feedback on the logical order of questions, length of questions, phrasing of questions, understanding and adaption of contexts for the interviewee.

4.10 Classification of Research Methods

Although the list of evidence sources ranges from interviews to life histories, the author has chosen four sources from the top six sources most frequently used, as it is affirmed that case studies should be informed by multiple sources (Yin, 2003). Data triangulation on the same selection of research questions comes from multiple sources (Yin, 2003). Sources include interviews, observation, physical artefacts, websites and document analysis (Creswell, 1998).

4.11 Primary Data Collection and Justification

4.11.1 Semi structured interview

Social scientists view interviews as a platform to providing superior quality information that is freer from bias than any other collection means available (Sharp and Howard, 1996). Interviews are regarded as a conversation with a purpose (Dane, 1990). In-depth, semi-structured interviews are employed in qualitative research to engage in exploratory discussions to uncover the ‘what, how’ and highlight the why (Saunders *et al.*, 1998). It allows the researcher enter their perspective (Patton, 1990). The ‘elite’ interview offers the researcher distinctive value, where they can meet with experts who are particularly knowledgeable in the topic of research. The interviewees are often in positions of power due to their experience and understanding/insight (Gillham, 2005). According to Gillham (2005) these professionals are alert to the implications of questions so it is important that the topic is presented in a worthwhile, interesting and valuable manner. However, it may be politically acute, controlling, and contain ‘hidden agendas’. To avoid the project being blocked, it is crucial that the researcher will pre-empt and reassure the interviewee in advance of any comment they make as per table 4.6 below by:

A. Offering anonymity
B. Offering an opportunity to review and alter the interview transcript
C. Offering to delete the recording once transcribed
D. Offering a chance to review quotations in the final document

Table 4. 6 Methods to open interviews and gain trust

Source: Gillham (2005)

The author conducted six “elite” interviews in a semi-formal manner, which denoted the use of certain types of participants (Marshall and Rossman, 1999). Participants interviewed were the main actors and hold senior positions in the firms. Interviews occurred in May and June. Questioning style was unguided, open-ended with intermittent probing (Saunders *et al.*, 1998). Based on Hennink *et al.* (2011), the table 4.7 below indicates the merits and demerits of interviewing.

STRENGTHS	LIMITATIONS
Information is received on personal experiences, life stories, emotions	One-to-one with no interaction or feedback from other participants
Helpful for sensitive issues	Interviewer must be skills in probing, building rapport and responding
In-depth information is achieved	Requires flexibility to manoeuvre from interview guide question order
Contextual information received from reaction of interviewees	Requires lengthy transcription process

Table 4. 7 The merits and demerits of interviews

4. 11.2 Document analysis

The “documentary method” is a qualitative technique which draws on a social constructionist approach. It can enhance the logistics research by provided detailed, informative depictions of real practice, issues and problems in logistic methods- in comparison to the objectives of those methods (Trautrimis *et al.*, 2012). The author reviewed primary administrative records and confidential documents such as branding concept files, and other secondary sources such as corporate and news websites for more objective information (Hakim, 2000). The Ornua Annual Report 2015 was used for secondary analysis for secondary analysis (see Appendix R).

4. 11.3 Observation

Silverman (2005) states that observational studies have been central to qualitative research and is the preferred method of understanding other cultures. The author visited the workplace of contributors and became ‘Observer as participant’ and jotted down on insights whilst on location (Saunders *et al.*, 1997). See table 4.8 for observation notes.

Observation Diary Excerpts		
Case	Date	Notes on site visitation
Company		
RHM	12 Apr 2016	Old FH road, signpost, No Signage for RHM, Red chairs but could be from FeedHenry as the same colour scheme. Little visual identity, No reception impression of rebranding. Business card is RHM
Ornua	26 May 2016	Signage outside building (Ornua and Kerrygold brand) Green theme throughout building- reception area, green chairs, Ornua cups, pens, mouse maps, Branded outdoors coat, goodie bag for Employees consisted of recipe books, notebooks for each employee.
WB	18 May 2016	No signage (at time of visit, recently signed) Old M+D bread shelf in reception area, vintage style Blaa photography fully branded stationary (folder names, rooms, notices to staff

Table 4. 8 Observation Diary Excerpts

The author applied Kolb’s cubic to enhance learning following interview, which is defined as, “Experience is followed by observation and reflection, leading to the formulation of abstract concepts or general rules, which are test by experimentation, modifying the next experimental cycle” (Carlile and Jordan, 2007). Observation although less intrusive, it tends to be subjective (Hennink *et al.*, 2011). This will consist of walk through offices, signage and branded items.

4.11.4 Audio-Visual Material & Physical Artefacts

An examination of physical trace evidence of the rebranding process which consists of photographic evidence of previous branding, branding designs, clothing, old labels, and websites (Crewel, 1998). Each case company provided details of each. New websites promotional videos, newspapers articles were also scrutinised.

4.12 Sampling Method and Selection Strategy

Sampling applies to the case companies selected and to the sampling units (i.e. the respondents within the organisation). The author chose non-probability sampling of the most suitable corporation. It is acknowledged by Saunders *et al.* (2003) that non-probability/random sampling is the more commonly used for case study and non-quantitative sampling. Quota sampling, a branch non-random design, is chosen for easier access to sample population, convenience, and other identifiable attributes (Kumar, 2005).

The author therefore purposively selected maximum variation cases. Specific criteria for selection was a rebrand by acquisition, revolutionary or evolutionary. Also companies are very different in structure, size, industry, budget and rationale for rebranding (Seale *et al.*, 2004). Respondents included executive management from Red Hat Mobile, Walsh's Bakehouse and Ornua. All had unique ties to Waterford. Kumar (2005) affirms non-random sampling style is best suited for addressing research objectives and describing phenomena. Also referred to as quota sampling it achieves more statistically representative samples Henn *et al.* (2006). See table 4.9 below

	Red Hat Mobile/FH	Ornua	Walsh's BakeHouse
Structure & Background	WIT spin-off tech company.	Irish dairy cooperative company	Indigenous, SME 3 rd generation Bakery
Location	Waterford/America	Nationwide	Waterford
Employees	58 Waterford	3100	13
Industry	Technology	Dairy	Bakery
Rebrand type	By acquisition	Revolutionary	Evolutionary

			Revolutionary
--	--	--	---------------

Table 4. 9 Outline of three rebranding case companies

4.13 Validity and Reliability

Construct validity issues are addressed through data triangulation involving the incorporation of multiple sources of evidence. Moreover, quality of entire project is rated higher than reliance on a sole source (Yin, 2003; Silvermann, 2005). It is recommended that data is assessed for dependability, a parallel to reliability. (Bryman and Bell, 2003). The study is deemed discretionary and partial as it relies on the researcher's ingenuity to collect data, observe, hear and subject concentration (Bryman and Bell, 2003). Marshall and Rossman (1999) state writing up results is central to the final analysis, in that the researcher is engaged by interpreting and forming meaning to data. Making use of an audit trail facilitates reliability and validity of the written report (Bazeley, 2013). The case study protocol focuses the researcher to accurately define and refine the research, collect data and analyse. The researcher is mindful that the overall 'truth' cannot be aggregated, and opting for simplicity and rigour is sometimes the better option (Silverman, 2005).

4.14 Operational details

Operational and participant details for each case study is set out in the tables below.

4.14.1 Case Study 1: Red Hat

INTERVIEW DETAILS	PARTICIPANT DETAILS	
Name	Dr Mícheál Ó Foghlú CTO	Stephen Vard
Profile	PhD, Lecturer, TSSG, CTO FH, CTO RHM	Vard Brand Design Director
Location	Cleaboy, Waterford	Mount St. Dublin 2
Date of Interview	12 th April 2016	26 th May 2016
Type of Interview	Personal	Personal
Interview Start	12pm	15.00

Interview Complete	1pm	15.10
Length of interview	60 minutes	10 minutes
Information sheet provided	✓	✓
Signed declaration of consent (x2)	✓	✓
Copy provided	✓	✓
Permission to record	✓	✓

Table 4. 10 Operational details for Red Hat Mobile.

4.14.2 Case Study 2: Ornua

INTERVIEW DETAILS				PARTICIPANT DETAILS			
Name	Jens Gloeckner		Jens Gloeckner	Jeanne Kelly			
Title	Sales & Marketing Director		Sales & Marketing Director	Head of Communications			
Location	Via Desk		HQ, Dublin 2	HQ, Dublin 2			
Type of Interview	Telephone		Personal	Personal			
Date of Interview	31 st March 2016		26 th May 2016	26 th May 2016			
Interview Start	14.00		11.00	16.00			
Interview Complete	14.56		12.00	16.40			
Length of interview	56 minutes		60 minutes	40 minutes			
Information sheet provided	✓		✓	✓			
Signed declaration of consent (x2)	✓		✓	✓			
Copy given	✓		✓	✓			
Permission to record	✓		✓	✓			

Table 4. 11 Operational details for Ornua.

4.14.3 Case Study 3: Walsh's Bakehouse

INTERVIEW DETAILS		PARTICIPANT DETAILS
Name	Dermot Walsh	Stephen Vard
Title	MD Co-Owner	MD, Vard Brand Design Agency
Location	Bakery, Mount Sion, Waterford	Vard Design, Dublin 2
Date of Interview	18 th May 2016	26 th May 2016
Interview Start	14.00	14.00
Interview Complete	15.45	15.00
Length of interview	1.40	1.15
Information sheet provided	✓	✓
Signed declaration of consent (x2)	✓	✓
Copy given	✓	✓
Permission to record	✓	✓

Table 4. 12 Operational details for Walsh's Bakehouse

4.15 Ethical implications of the research

Important ethical issues pertaining to research participants and the researcher are apparent. Collecting information, seeking consent, sensitive information, maintaining confidentiality and reciprocity are the imperative responsibilities of the researcher. Furthermore, the onus is on the researcher to avoid bias, to use appropriate methodology and to use the information correctly and present honestly (Kumar, 2005). An ethical protocol was developed to present

the ethical standpoint of the researcher and in the gathering, recording and storing of data (see Appendix C).

4.16 Data analysis

The analysis of the data will involve two process systems; manual and Nvivo computer software. QDA software offers many advantages such as speed, increased quality, increased transparency, facilitation of sampling and easier data management. (Flick, 2006). Modelling is a useful method of clarifying ideas by displaying and reflecting upon them. (Richards, 2009). Seeing the ‘bigger picture’ by discovering patterns facilitates the arrival at a satisfactory theory or explanation (Richards, 2009). Nvivo is a software system that can remove rigid divisions between data and interpretations by connecting parts of the research, reflection and data recorded (Richards, 1999). The Data Analysis Spiral below gives a good indication of how analysis was conducted (see Figure 4. 3).

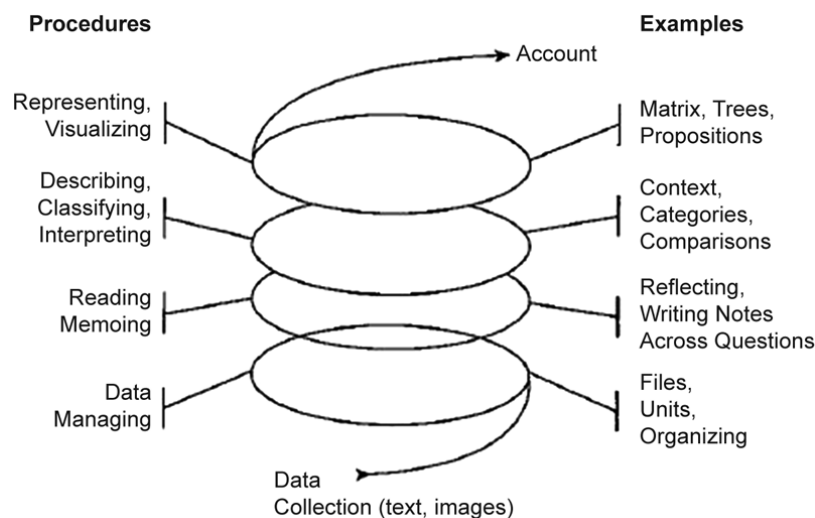


Figure 4. 3 The Data Analysis Spiral

Source: Creswell (2007: 183)

Figure 4.4 below indicates the manual process of coding undertaken whilst Nvivo was used for micro analysis. Nvivo is a process of coding and ultimately method in the data analysis, not coding. The technical process of coding undertaken and an example of nodes created is illustrated in Appendix S.



Figure 4. 4 Manual process of analysis

4.17 Limitations of research methodology and implications

Patton (1990) points out that perfect research designs do not exist and trade-offs are continuously present. The author identified limitations to the process as per table 4.13 below.

Limitations of Research Methodology	
1	Lack of clarity and transparency from respondents regarding the nature of corporate rebranding.
2	Reluctance to impart confidential yet useful information. All information was not too sensitive.
3	Literature not developed, however this research aims to address these limitations. Lack of definition from literature.
4	Constraining factors such as money, time, and gatekeeper's decision affected fieldwork decisions.

Table 4. 13 Limitations of Research Methodology

4.18 Conclusion

The research methodology employed is outlined within this chapter. The case studies were formulated resulting from successful and most informative interviews. The research design and justification of the case study approach is effectively defended. The most suitable primary and secondary data collection sources identified were interviews, observation, document analysis and audio-visual data. Reasons for the sample strategy were outlined and how the research was analysed in an ethical fashion. The identification of limitations resulted in a more observant author with further awareness to proceed. The following chapter aims to communicate the findings of the research methodology.

Chapter Five

FINDINGS

5.0 Introduction

This research findings chapter aims to describe key findings of the primary research for each case company: Ornua, Red Hat and Walsh's Bakehouse. These findings were collected via in-depth interview, observation and document analysis. The cases will be described in relation to the key objectives as outlined in the methodology chapter. Each case company will have a brief overview and its particular corporate rebranding process and unique characteristics outlined. This chapter seeks to highlight the nature of CR, the process the organisation underwent and any environmental factors which hindered and influenced the process of each entity. It seeks to address the research objectives presented in the methodology chapter below. Finally, the conclusion summarises the key points within this chapter.

5.1 Case Study One: Red Hat Mobile



Respondent Name	Title	Company	Initials
Dr. Mícheál Ó Foghlú	CTO Red Hat Mobile (formerly CTO FeedHenry)	Red Hat Mobile (formerly FeedHenry)	MOF
Stephen Vard (Brief commentary on RHM branding) (Branding agent for WB)	Director	Vard Brand Design	SV

Table 5. 1 Interviewee Profile for RHM

5.1.1 Profile of Red Hat Mobile

FeedHenry was acquired for €63.5 million cash by US multinational software corporation, Red Hat on the 18th September 2014. Founded in 2010, FeedHenry was originally formed as an R&D project in Telecommunications Software & Systems Group (TSSG), in Waterford Institute of Technology (WIT). They focused on open technology 'open source' (Red Hat, 2015). Mobile application platform is recognised as the fastest growth segment of the enterprise software market. (Independent, 2014). FeedHenry was a principal provider of Mobile Application Platform solutions which facilitate the development, deployment, integration and management of safe mobile apps for the B2B and B2E markets. The acquisition of FeedHenry is considered a great TSSG spin-off success story. Renamed to Red Hat Mobile, it is the first open-source corporation to reach \$1b in revenue year one, and reached \$2bn in revenue year two. Red Hat Mobile currently employs 58 employees in two locations in Waterford and are planning expansion to a single, new premises.

Acquiring company Red Hat is a publically quoted company (NYSE: RHT) and operates in a connective global network of enterprises, partners and communities. Red Hat currently employs 8,300 people in over 85 offices within 35 countries worldwide. It is a trusted corporation that provides support and updates to its customers through a subscription model. An overview of products and services provided by RHM/FH in figure 5.1 below.

FeedHenry Mobile Application Platform Overview

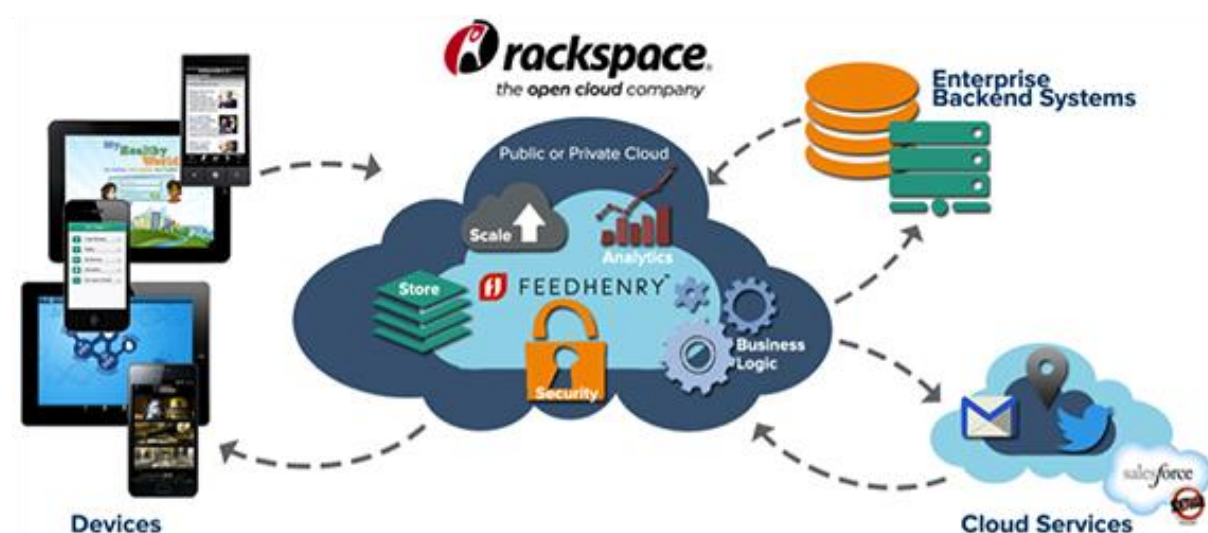


Figure 5. 1 Products and Services of FeedHenry/Red Hat Mobile

Red Hat Mobile fits into the Middleware section of the business as per figure 5.2

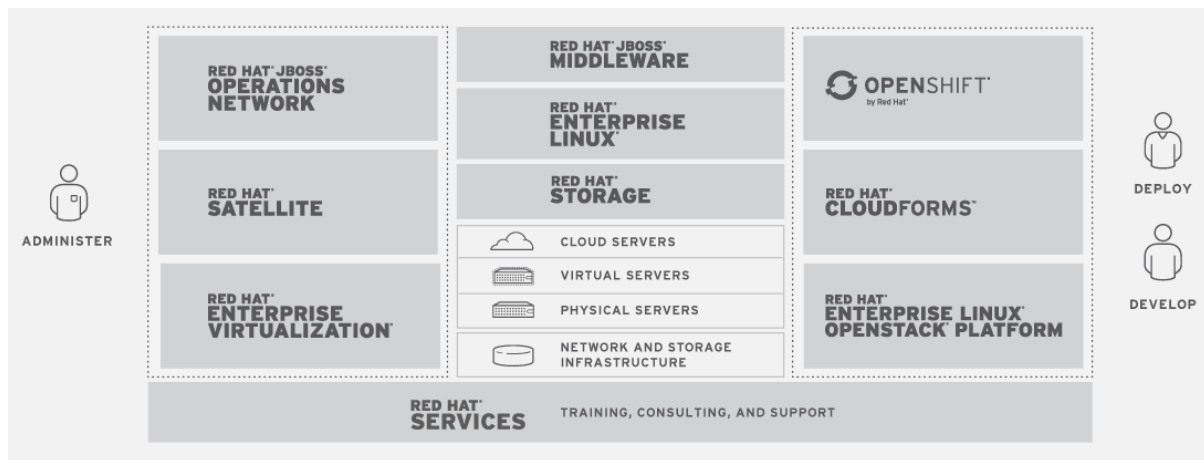


Figure 5. 2 RH Branded House -Overview of Product & Service Portfolio

Source: Red Hat (2016)

Red Hat became the 100% shareholder in FeedHenry. Unlike other acquisitions, they did not want to lose market traction and sights of their primary business (sales). Therefore, a gentle transition was instigated to reduce tensions.






STRATEGY	NAME	BRANDING
Ready for announcement Original Logo	FeedHenry	 FEEDHENRY™
Temporary Rebranding Phase	FeedHenry by Red Hat	 redhat.
Clear indication of dominant company.		 FEEDHENRY  FEEDHENRY™ by Red Hat™
		Co-branding Endorsing
Full Rebranding	Red Hat Mobile	 redhat
New logo for SBU		Red Hat Mobile

Table 5. 2 Overview of Rebranding phases and their respective brand design.

Sources are observations and physical artefacts. These are further illustrated by the Business Card in figure 5. ‘FeedHenry by Red Hat’ in February 2015 and business Card ‘Red Hat Mobile’ in October 2015.



Figure 5. 3 Business cards featuring different rebranding stages

5.1.2 Nature of the FeedHenry CR

As Red Hat was the acquiring company, it made sense that Feed Henry would be the smaller company to change its name. *“FeedHenry by Red Hat clarifies who the more advanced/dominant /established company are [SV]”*. It was not a simplified rebranding, it involved necessary restructuring. The acquisition was welcomed within the firm and appears to be consensus of the technology industry, *“essentially all start-ups are interested in some form of an exit [MOF]”*.

5.1.3 Driver

The key driver of the rebrand was corporate structural change due to the acquisition of FeedHenry. See Figure 5.3. However, FH positioned themselves to be, *“a good investment prospect for investors to put more money into you or for an acquiring company to spend money buying you [MOF]”*. FH identified key opportunities for the company as, *“leveraging RH field expertise to sell globally”*, *“upsell to existing RH customers”*, and, *“position our product within RH suite of products complementary [MOF]”*.

5.1.4 Corporate Rebranding Process

The process followed four distinct phases as illustrated on the process/timeline in **figure 5.3**.

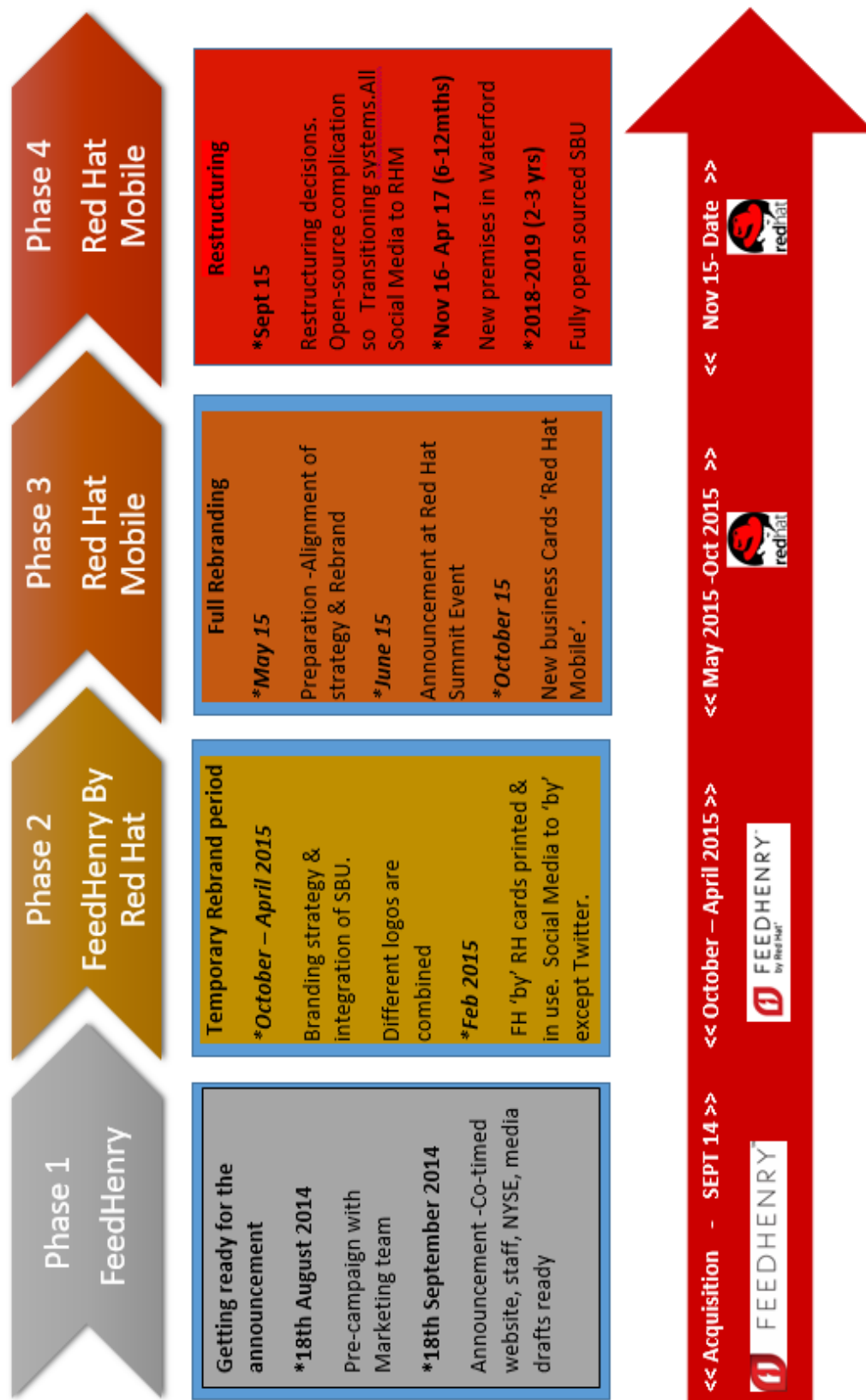
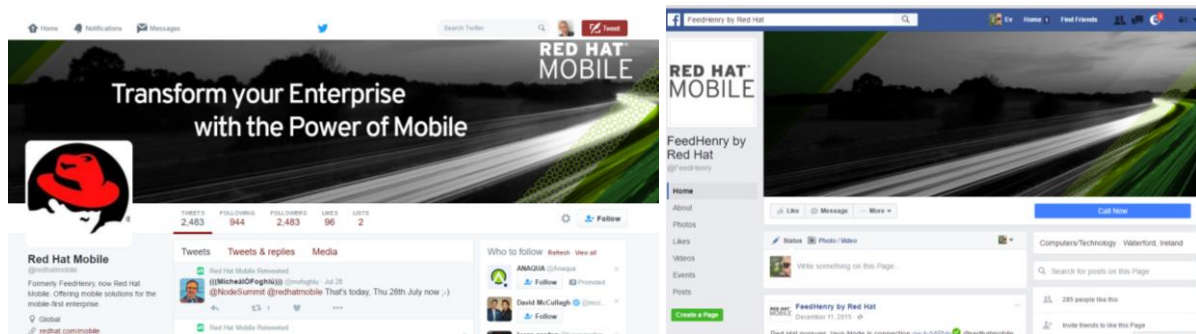


Figure 5. 4 Red Hat Mobile Timeline post acquisition

Whilst some IMC strategies were on a phase in-phase out basis with ‘by RH’ for Facebook, yet Twitter eradicated FH became with RHM immediately. Rebranding strategies included co-branding, which literature refers as risky, endorsing (by the more established company) and business alignment (both are open source businesses). See figure 5.4 below showing Twitter and Facebook of RHM rebranded at different stages. No Instagram or LinkedIn were found from observations. Easing tensions and keeping traction were important so it was very planned and organised, whilst a time frame was in place, business first was priority.



Twitter and Facebook of RHM.

Figure 5. 5 Social Media of RHM

5.1.5 Environmental Factors

5.1.5.1 Enablers

A variety of enablers contributed to the success of rebranding. Firstly, although, “*not a big acquisitions company[MOF]*”, Red Hat still had the level of experience of acquiring up to two companies yearly since 1999. RH also benefited from, “*Red Hat field expertise*” with skilled staff amounting to 8,300 employees. RHM was economical in its outlook by centralising key departments.

didn’t have the volume for revenue to justify it being a separate thing like that across the whole organisation. To create a mobile marketing, mobile BU support, mobile sale, mobile everything, it just didn’t make sense [MOF].

According to their website, global market reach was increased through joining RH.

“now have an opportunity to bring our leading mobile application platform to a wider audience of global customers and partners” - Cathal McGloin CEO FeedHenry.

The employees buy-in was secured through a reward system.

they offered all of the key staff a very attractive retention package and typically a set of restricted stock units, invested over a period of four years and, this is in Red Hat stock [MOF].

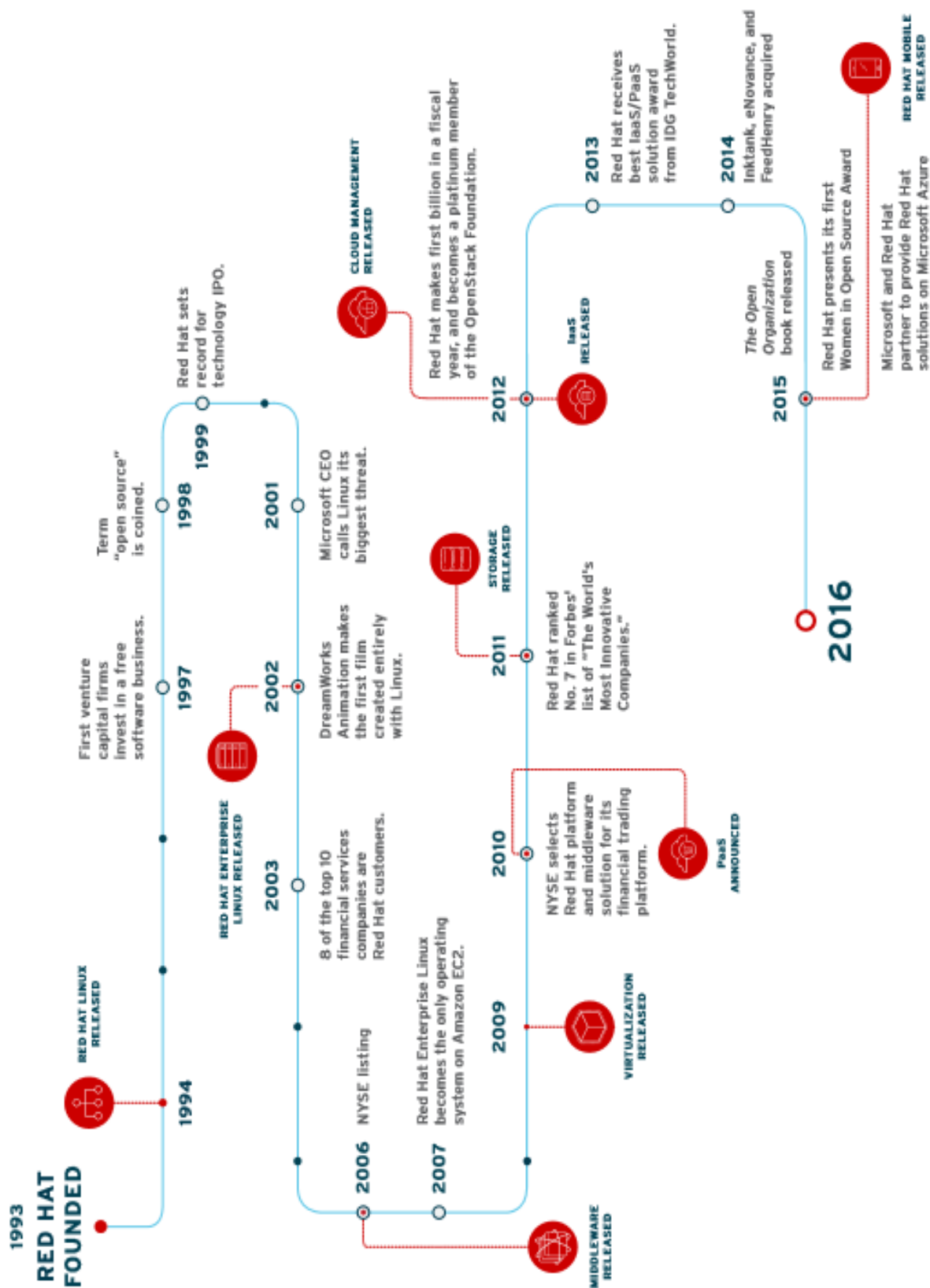


Figure 5.5 1 Acquisition History of Red Hat

Source: Red Hat (2016)

The internal announcement was organised where a senior executive came over with a team and made the announcement internally with the FH. The stakeholder tensions that arose were well managed by,

not forcing that integration to happen immediately which then gave longer time for those potential tensions to be resolved and they were resolved relatively amicably without major conflict with internal stakeholders [MOF].

where they were allowed to continue as a semi-autocratic unit. There, “*were not a lot of external costs*” where four or five people FH staff and 20-50 RH staff, “*and neither one full-time on rebranding. It was business as usual going on as well* [MOF]”. According to SV, “*with technology companies, the technology is often so strong and power, that the brand is actually secondary if that’s fair*”.

5.1.5.2 Barriers

The structural change to a Plc entailed operating in a highly regulated environment. The level of confidentiality and the different time zones were considered barriers. The employees were also, “*warned not to be tweeting*”.

So that kind of timing of the announcement was probably one of the biggest headaches especially with respect to a publically traded company where you can’t leak the information in advance or you potentially open up a lot of insider trading kind of opportunities which you don’t want to do [MOF].

Although a welcomed acquisition stakeholder tensions remained and were, “*whether mobile is important enough to create this new structure here or not*”. Furthermore, increased reports and yet a lower position and title in the new firm may have caused an issue for some employees, although MOF was happy as he avoided major politics and moving into a very difficult role from a time zone and experience perspective. Employees had no say on the branding of the unit. In addition, they are using a competing version of Linux, which needs to transition across, “*still an engineering thing*”.

Main theme: CR from acquisition resulted in gradual identity change. There were no issues with the, “*uniquely nouvelle* [SV] original branding or design. Integration challenges and where they fit into RH structure caused most tensions. Decision making and more PLC regulations became complicated and time-consuming. The complications of open-source technology incurred higher costs, longer integration periods and restructuring. Secrecy and timing were important factors.

5.2. Case Study Two: Ornuua



Respondent Name	Current Title	Company	Initials
Jens Gloeckner	Sales & Marketing Director Europe & LATAM	Ornuua (formerly Irish Dairy Board IDB)	JG
Jeanne Kelly	Head of Communications	Ornuua (formerly Irish Dairy Board IDB)	JK

Table 5. 3 Interviewee Profile for Ornuua

5.2.1 Profile of Ornuua

Ornuua is an Irish agri-food commercial co-operative which markets and sells dairy products globally on behalf of its members, namely Irish dairy processors and 14,000 Irish dairy farmers. Ireland's largest exporter of Irish dairy products comprises of two distinct divisions being Ornuua Foods and Ornuua Ingredients as outlined in Figure 5.5 below.



Figure 5. 6 Divisions of Ornuua.

Source: Ornuua (2015)

Ornua Foods owns iconic brand Kerrygold which is exported to 70 countries and is no.1 butter in Germany and no.1 imported butter in the USA. Ornua exports to over 110 countries worldwide and reports a turnover in excess of €2.5 billion for 2015 with, “*an ambition to be a €3bn turnover business by 2020* [JK]”.

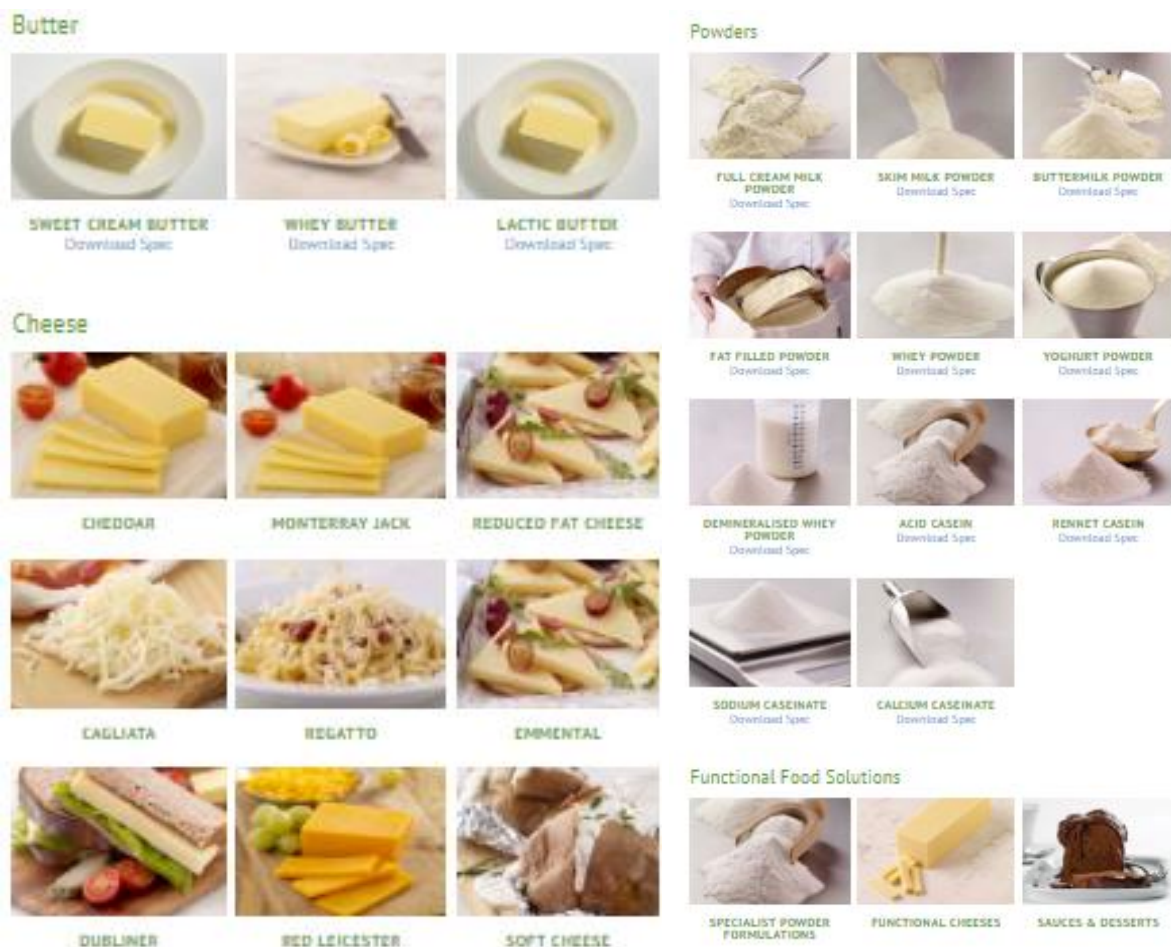
Figure 5.6 Ornua House of Brands

A. Ornua Foods Product Lines



Figure 5. 7 Ornua House of Brands

B. Ornua Ingredients Product lines



Notably Ornuia is a rebrand of a rebrand. Initially called, ‘An Bord Baine’ from its inception 1961, it was subsequently rebranded to, ‘The Irish Dairy Board’ in 1994. On the 31st March 2015, it rebranded for the second time to Ornuia. Table 5.3 below illustrates the branding and rebranding of the dairy organisation sourced from site and website observations.

Initial Branding	Revolutionary	Revolutionary
An Bord Baine	Irish Dairy Board	Ornuia
		
1961 Branding	1994 Rebranding	2015 Rebranding
	33 years later	21 years later

Table 5. 4 Branding since 1961

Since 2010, Ornuia has been led by CEO Kevin Lane, who was responsible for devising and implementing a Business Transformation Strategy as per figure 5.7 below. The Ornuia identity marks the pinnacle of the programme which has prepared the organisation the business for the new substantial quota-free market. The strategy steered the business into great opportunity and growth.



Figure 5. 8 The four core pillars of the Business Transformation Strategy (BTS)

Source: Ornuia Annual Report (2015)

5.2.2 Nature of the CR

The case of Ornuu is considered a revolutionary rebrand. It transformed from IDB to Ornuu by introducing a new name, tagline, logo, design and colour palette; and underwent revolutionary changes which were in response to the evolution of the company.

many of our industry stakeholders were probably looking at us closer and see what we were going to do in terms of preparation, and maybe our relevance was questioned. Were we fit for this new era that we were going to be operating in [JK].

Optimum timing was a crucial factor. Even though relevance was questioned earlier on but the project was delayed, “...our CEO and our executive felt it was clear we weren’t ready at that point [JK]”. As the BTS began to deliver results, “the business has transformed considerably” they found that the name IDB, “didn’t feel fully right [JK]”. The brand realignment was necessary as the name ID was not fit with how they viewed themselves, nor with product brands, specifically Kerrygold. “It really wasn’t reflecting the business that we become, but most importantly the business we were ambitioning to become [JG]”. Ornuu contemplated three options of names as outlined in table 5.4. below.

NAME	OPTIONS	PROBLEM	OUTCOME
1. Revitalise current name	<i>“freshening up/modernisation of the current name [JK]”</i>	1.Changing the logo, playing with words, abbreviating it. 2.Already abundant names similar or existing to IDB online	Still IDB and no great changes Discarded
2. Kerrygold name	<i>“bring the business under the Kerrygold brand and leveraging the Kerrygold brand further [JK]”</i>	1.The Kerrygold brand is very valuable. Having the name over the entire business raised fears over any anything negative occurring to the brand. 2. Brand needs to stay separate and on its own. 3.Not all the different businesses share the exact same values as Kerry gold. <hr/>	*Crisis protection. *Too Risky. *Strong Brand standalone. *Values mismatch with other product lines. Discarded
3. New Name	<i>“to a coined name [JK]”</i>	It would differentiate the company in a meaningful way. Having to go the full way with branding	In Favour

Table 5. 5 Naming options for Ornuu.

Resources

Ornua capitalised on internal resources, *“we didn’t want it to be a costly project and we felt we had the skillset internally [JK]”* at the same time it important not to lose sight of the main business. Ornua clearly followed a Translucent Warning Strategy where they alerted trade consumers, suppliers, banks and other stakeholders of their intent to change. They felt it was not necessary to alert end customers of their products as, *“not relevant to the consumer... were completely unaffected by this [JG]”*.

Multifaceted Opportunity

The corporate rebranding was in a partial way a restructuring. They used the opportunity of change email provider to, *“transition to outlook [JK]”*. They also reaffirmed stakeholders, *“who we were, our mission and our vision [JK]”*. *“it wasn’t just a name change above the door, it was effectively a corporate identity change [JG]”*. Furthermore, they improved their graduate recruitment immensely.

Design

Green was chosen, *“obviously for the grass”* to indicate their USP of grass-fed cows. A motif was created and locked up so it is consistent across on black, white or PowerPoint. The design has been branded across every aspect of the business from documents, cups, pens, clothing, reception area, website and social media. Consistency of colour, font, and typography is maintained through a, *“really strong bank of new imagery...so we are quite strict on policing it”- JK*. Ornua derives from Irish, ‘New Gold’. The decision to drop the fada (as a blade of grass) from the O was deemed necessary *“business rationale [JK]”*. They viewed the correct spelling as detrimental, *“suddenly the fada would be lost half the time”* and consistency would be compromised. As an alternative, they used a ‘blade of grass in the ‘a’. When the tagline ‘The home of Irish Dairy’ was added, *“it felt complete [JK]”*.

“Accountability had to be placed quite firmly on the individual at the operational level, not at the director’s levels or the exec, it goes down to, I wouldn’t say a lower level, but a more operational tangible level [JG]”.

5.2.3 Driver

The driver behind the rebrand was clearly the management concerns following the business transformation strategy. They were not ready then, but wanted to be for the abolition of the milk quotas. The numerous reasons for the rebrand identified in video, print media and interviews relating to confusion with government entities and state structure (Bord Bia/ state-owned), phonetics, being abbreviated, and its relevance. *“You could figure out very quickly when someone joined the business as to how they abbreviated it, ‘the Board’ if they have been working here 30 or 40 years. New people to the business would say IDB [JK]”*. The outdated image of the IDB was not congruent with its identity; being referred to as a, *“poor cousin [JK]”* in the competitive arena. Websites of competitors revealed strong brand identities. See table 5.5 below.

<u>Competitor Origins</u>	<u>Competitor’s Brand</u>	<u>Brand Name & Tagline</u>
Netherlands		Friesland Campina (Royal Friesland Foods and Campina Merger)
Denmark		Arla Foods Tagline – let the goodness in
New Zealand		Fonterra Tagline – Dairy for life
France		Lactalis

Table 5. 6 Strong branding in Global Dairy Market

5.2.4 Corporate Rebranding Process

It is evident that a number of different strategies were ongoing concurrently and the overall process was characterised by tight deadlines. Apart from the long-term BTS, a 97 Operational Steps were defined and delegated to a taskforce comprising of different departments as per table 5.6. The rebranding was done in-house with an additional outsourced branding agent contracted.

Business Transformation Strategy	Effectuated 6 components. Brand growth, NPD, M+A, New routes to market, capital expenditure, trading expertise.
97 Operational Steps	Taskforce led by Project Manager 97 operational steps delegated to employee members. Mini committee meetings and Taskforce had major meetings each Friday. <i>“a detailed and fragmented project [JK]”</i>
Committees Function	Formed to have brand ambassadors and facilitate buy-in.
Workshops led by Head of Communications	Comprising of select employees.
Rebranding Design	Head of communications and external branding agency professional. Certain communications team members.
Communications Strategy	External – The launch, PR, publications, social media (Twitter, FB, Instagram, LinkedIn) Graduate programme.
	Internal – stakeholders email, follow-up call, staff announcement, formal documentation.

Table 5. 7 Rebranding Tactics and Strategies of Ornua

Having recognised their own strengths and weaknesses, “*we’re no Unilever*” and continuity of business, the stagnation of rebranding was necessary for strategic business units/ subsidiaries in globally.

not all of the subsidiaries or indeed units changed at the same time so EuroLatam was one of the first to change, which is my business unit, so Europe for realignment reasons was one of the first divisions to change [JK].

Ornua followed a strong IMC strategy.

. a very strong consumer publications campaign between RTE, television radio, other newspapers, err standard daily press, etc. to make sure the public at large was aware of this name change and again the key target here was our supply base [JG].

Their external communications touchpoints such as Website, FB, Instagram, LinkedIn were, “*significantly stepped up*” and, “*significantly enhanced and all this coincided with the rebrand [JG]*”.

It is clear that Ornuia adopted a Translucent Warning/Sudden Eradication Policy to stakeholders from documentary evidence (diagram drawn by JG). There was no transition period and stakeholders were warned consistently in advance by appropriate internal employees. See figure 5.8.

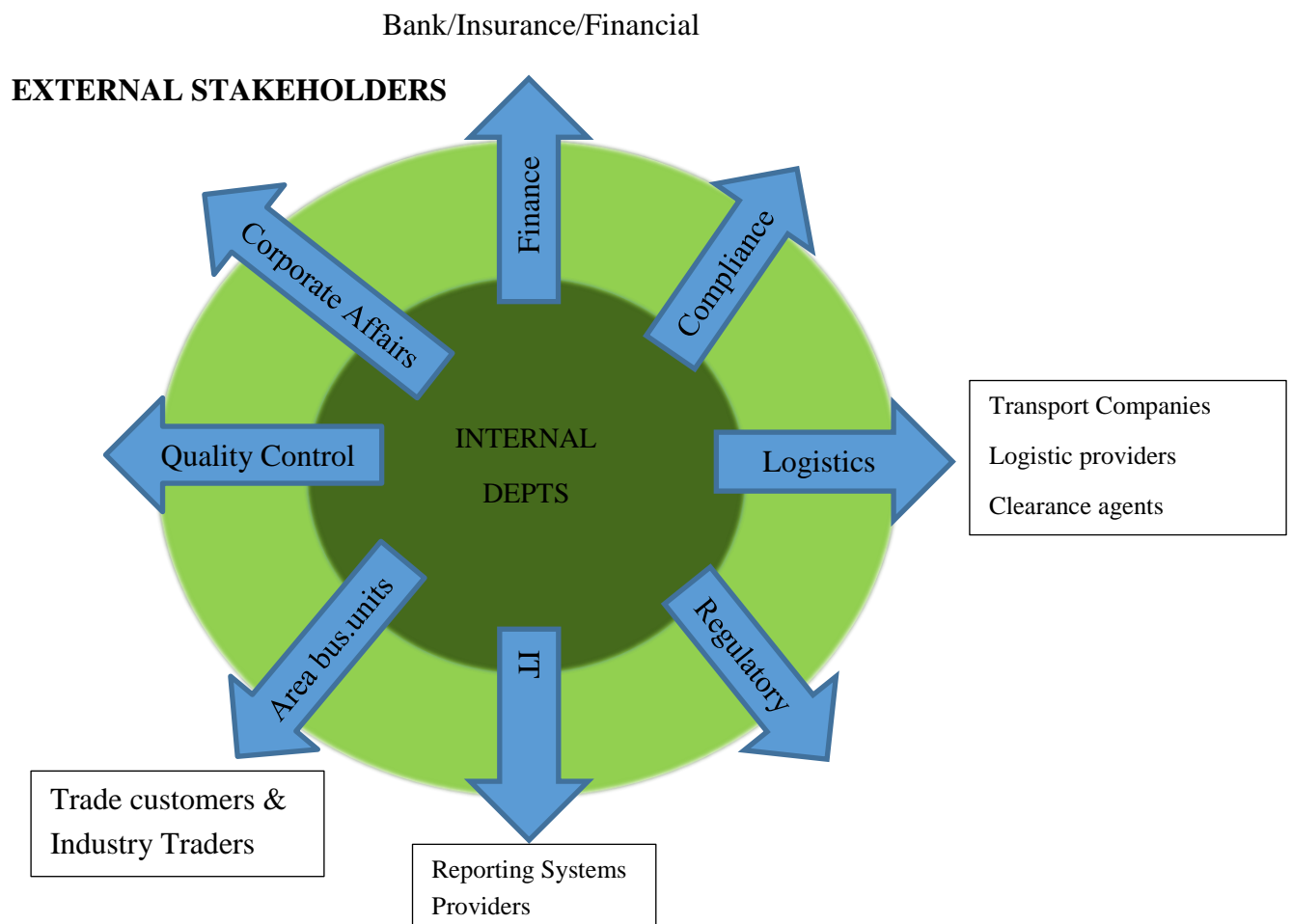


Figure 5. 9 Wheel of Communication- Process Overview of 97 steps

The structured rebranding process and timeline is amalgamated into 4 parts as outlined in figure 5.10.

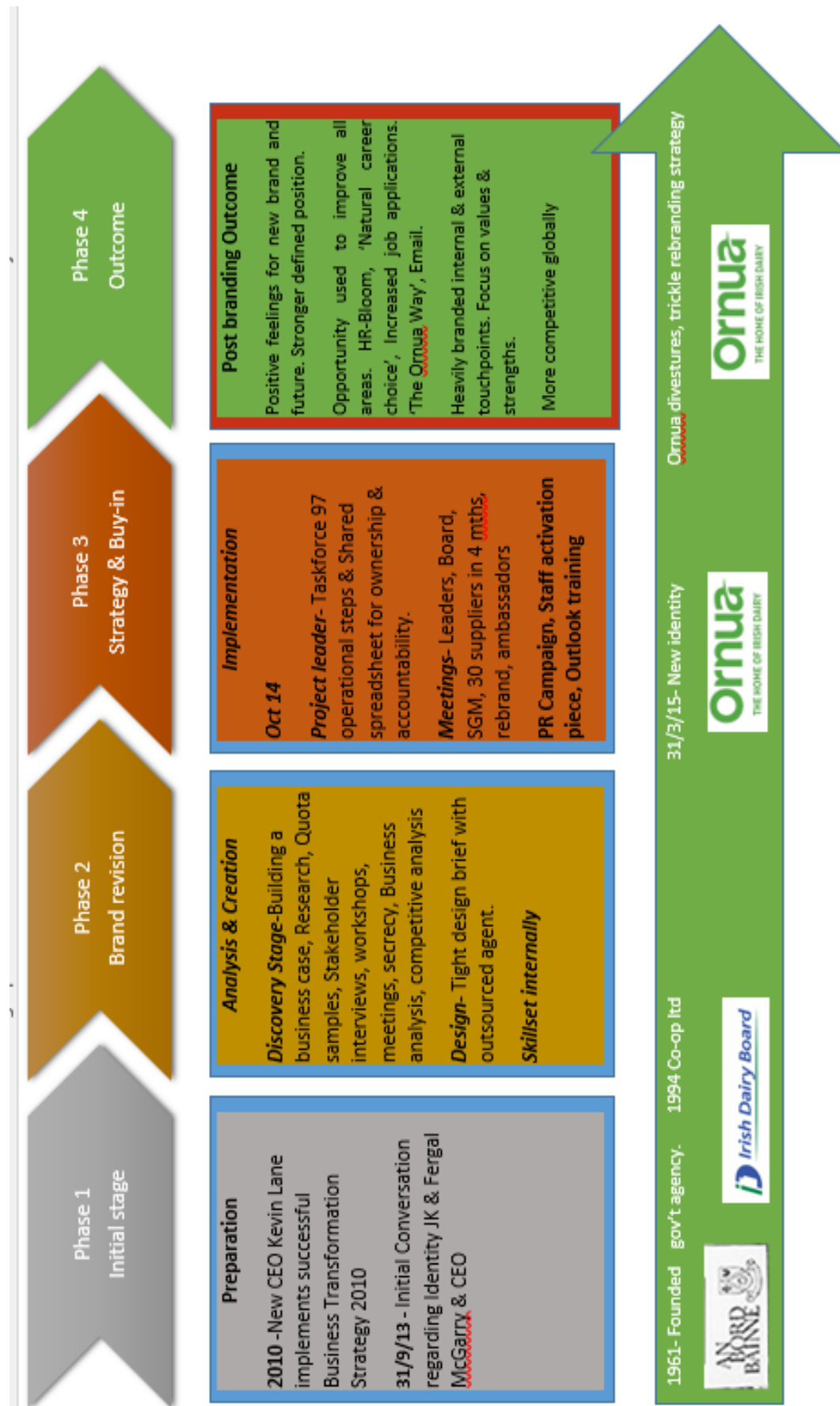


Figure 5. 10 Timeline & Processes of Ornua

5.2.5 Environmental Factors

5.2.5.1 Enablers

The strong transformational leadership of the Kevin Lane, Fergal McGarry, JK and the project leader is apparent. According to documentary analysis, over 30 meetings were held in four months. Management buy-in was attained following a leaders meeting, SGM captured shareholder buy-in and the ‘staff activation piece’ facilitated JK’s goal of having employees, “*buy-in from the start*” where, “*they were absolutely empowered*” (see Figure 5.10 and 5.11). High staff morale was apparent when feelings of, “*elation*’ described on the day, “*very well received and everybody has embraced it quickly, quite surprising actually [JG]*”. In addition, staff were rewarded for dedication and efforts. The new identity was endorsed/approved by Minister for Agriculture Food and the Marine, Simon Coveney TD who marked it as, “*huge new opportunity*” creating, “*10,000 new jobs across rural Ireland*” (Brennan, 2015). An integrated marketing programme included a clever PR strategy where the rebrand ambushed the monumental day of EU milk quota abolition. Further communication via the Annual Report to shareholders enhanced the message of the corporation. The continuity of brand attributes is affirmed when JG contests values-

doesn’t disconnect us from the bodies of the business that has obviously made us very successful. So if anything, it allows us to reinforce our existing values in a slightly more modern context [JK].



Figure 5. 11 Structure of Ornuia-The Board, Shareholders and Management

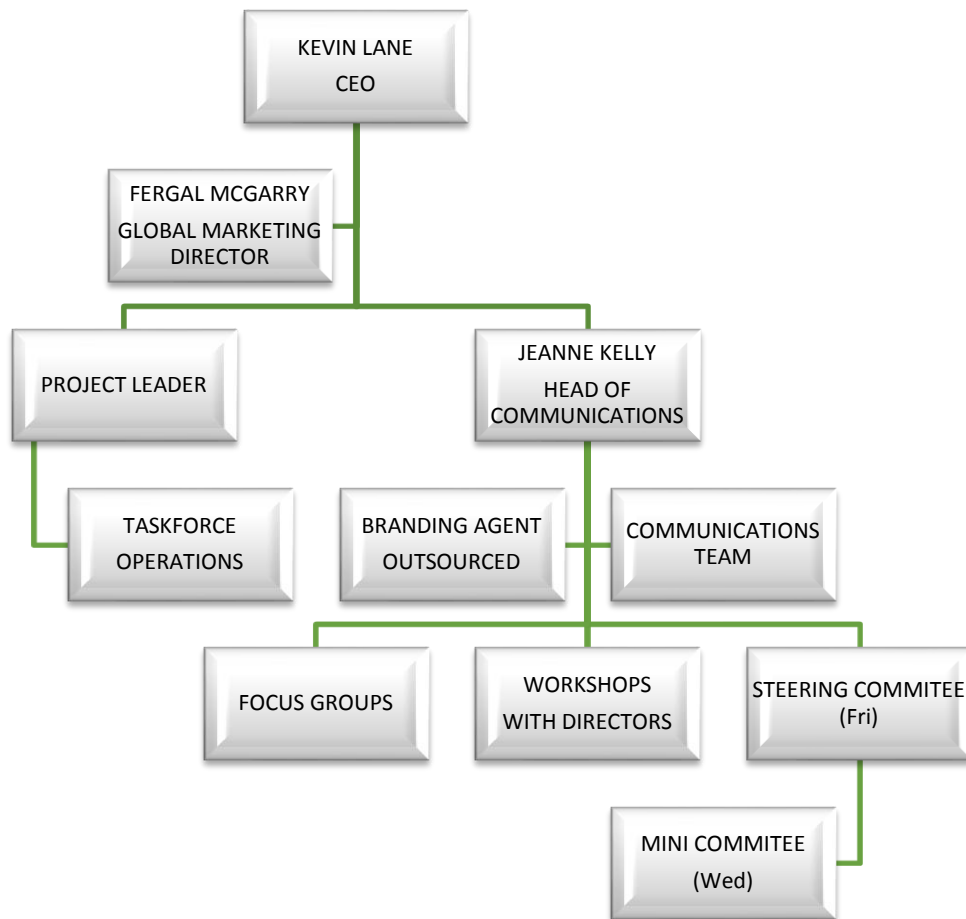


Figure 5. 12 Structure of Ornuia- Leadership, Meetings and Decision making

5.2.5.2 Inhibitors

The risks associated with the rebranding, often referred to as the corporate identity change were extensive and are outlined in the table 5.8 below. Risks were highlighted by JG,JK and documentary analysis. The minimal resistance experienced were regarded as, “*anecdotal stories*” that it is was in their benefit to be considered a state body [JK].

KEY RISKS		KEY PROCESS RISKS
Non-payment risk	Contractual risks	Accountability & Ownership
Fiscal risk (RC)		
Product certification mismatch	Financial services risk	Additional responsibilities
Shipment mismatch	Systems risk	Maintaining secrecy
Rejection at customs control	Quality control risk	Tight deadlines
Regulatory compliance	Customer communication risk	Continuity of business
Legal risk (office registration)	Reputational risk (corporate branding/stationary)	

Table 5. 8 Risks identified by Ornua.

Main theme: Stakeholder buy-in was sought and achieved from the onset. The CR was identified as a full identity change which used carefully planned IMC for full impact on the day. The rebrand had a knock-on effect on recruitment, divestures, staff morale and market reach. The CR also offered opportunities to thoroughly examine the business, and extensively rebrand every touchpoint whilst explicitly maintaining values. Overall a structured, well managed rebrand with great reward. Concurrently, risk was underestimated with consistency and continuity of business highlighted.

5.3 Case Study Three: Walsh's Bakehouse



Respondent Name	Current Title	Company	Initials
Dermot Walsh	Co-Owner & MD	Walsh's Bakehouse (formerly M+D Bakery)	DW
Stephen Vard (Branding agent for WB & features as respondent in RHM)	Director	Vard Brand Design	SV

Table 5. 9 Interviewee Profile for Walsh's Bakehouse

5.3.1 Profile of Walsh's Bakehouse

Company Sunshine Bread & Confectionery Ltd. trades as Walsh's Bakehouse in Waterford. Operating in the Bakery food sector, they produce various baked products for the mainly B2B customer through distributors for the catering and retail industry. See figure 5.12 below for product lines. Large distributors such as Musgraves, La Rouse Foods and Brakes enable their product reaching, "8,000-10,000 customers weekly [DW]". WB deliver directly to Waterford outlets themselves. Website analysis found the below product lines.



Figure 5. 13 Product line of Walsh's Bakehouse

Dermot and Michael Walsh co-own Walsh's Bakehouse. Steeped in history with a unique story, they hail from a third generation of bakers and established their bakery 31 years ago in Mount Sion Avenue, Waterford. Prior to rebranding, the bakery was called 'M&D Bakery' due to Walsh Bakery name being used by their father, "*we were simple bakers, and didn't give much thought to it so called ourselves M+D* [DW]. Walsh's Bakehouse is recognised as Waterford's premier producer of indigenous food, the Blaa. Having recently being awarded a PGI status, the Blaa has been elevated to an exclusive delicacy similar to Clonakilty cheese, Stilton, Camembert, Champagne where only local producers of that product can sell them. Walsh's Bakehouse is an Irish SME with 13 employees. Figure 5.13 outlines the corporate structure.

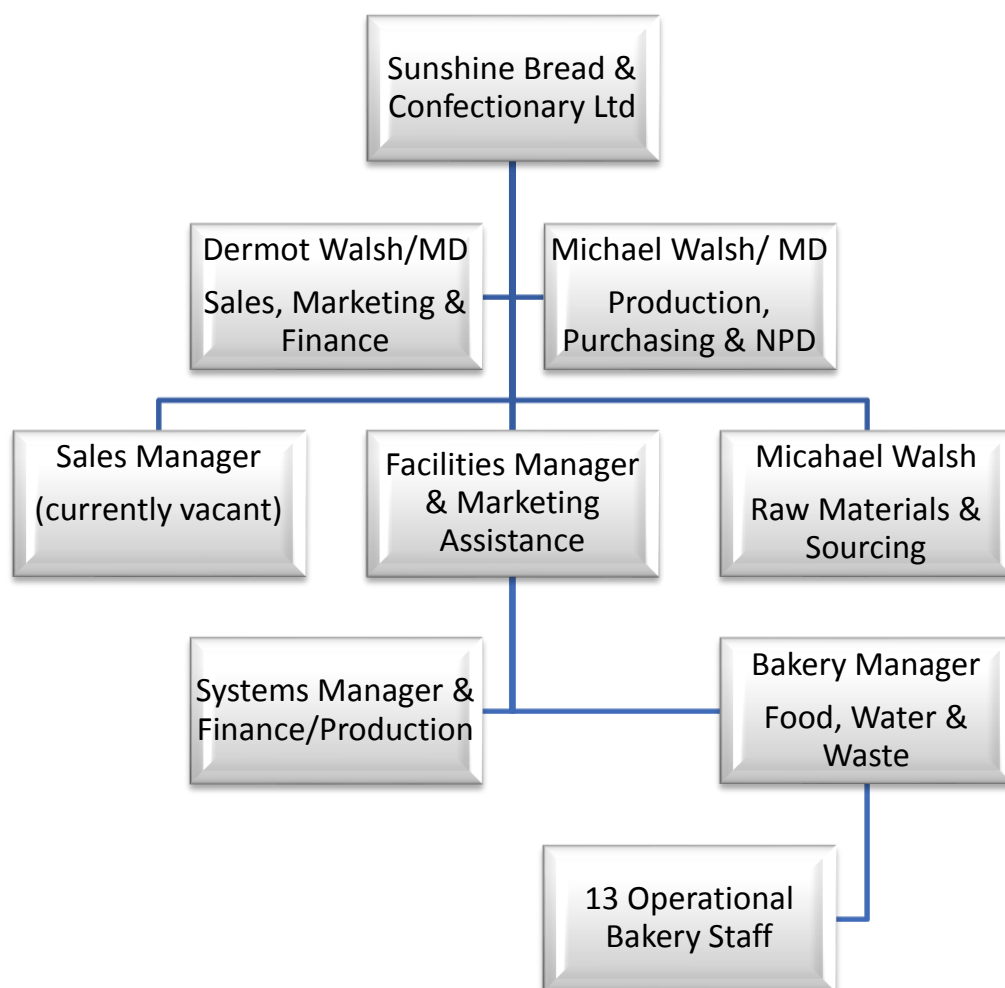


Figure 5. 14 Structure Overview of Walsh's Bakehouse

5.3.2 Nature of the CR

The findings found that this is a second rebrand, the first rebrand being evolutionary as the logo changed (see table 5.10). This second rebrand of Walsh's Bakehouse is revolutionary in nature where name, tagline and design changed. Upon further investigation it was identified as not only a corporate rebrand, but a product rebrands where all packaging changed also. Table 5.10 demonstrates branding from physical artefacts.



Initial Branding	Evolutionary	Revolutionary
M&D Bakery	M&D Bakery	Walsh's Bakehouse
		
1985 Branding Initial	1998/99 Branding 13-14 years	2015 Branding 16-17 years

Table 5. 10 Rebranding through the years.

5.3.3 Driver

The main driver behind the WB rebrand was management concern as business grew from selling locally to selling nationally and abroad, *“our brand didn't say anything about us at all, it didn't say who we were, what we were and also there were several different companies there too that were either MD this or MD that or whatever, it was just, you know also the brand was very dated”*- [DW]. The closing of down of their father's and uncle's bakery, *‘Walsh's Bakery’* meant they, *‘were free to use our own name again’*. DW cited the encouragement of various agencies from Enterprise Board to Bord Bia and various professionals that, *“your brand is out-dated; you need to do something”* elicited the change.

5.3.3 Corporate Rebranding Process

Due to the absence of a marketing department or personnel, they outsourced the rebranding to a specialist agency, Vard Brand Design and digital agency (See Figure 5.14). The process also became a live research project by a UCC lecturer and students where they contributed comments and suggestions, *“they are the people that are going to be buying the stuff for the next 30/40 years”*.

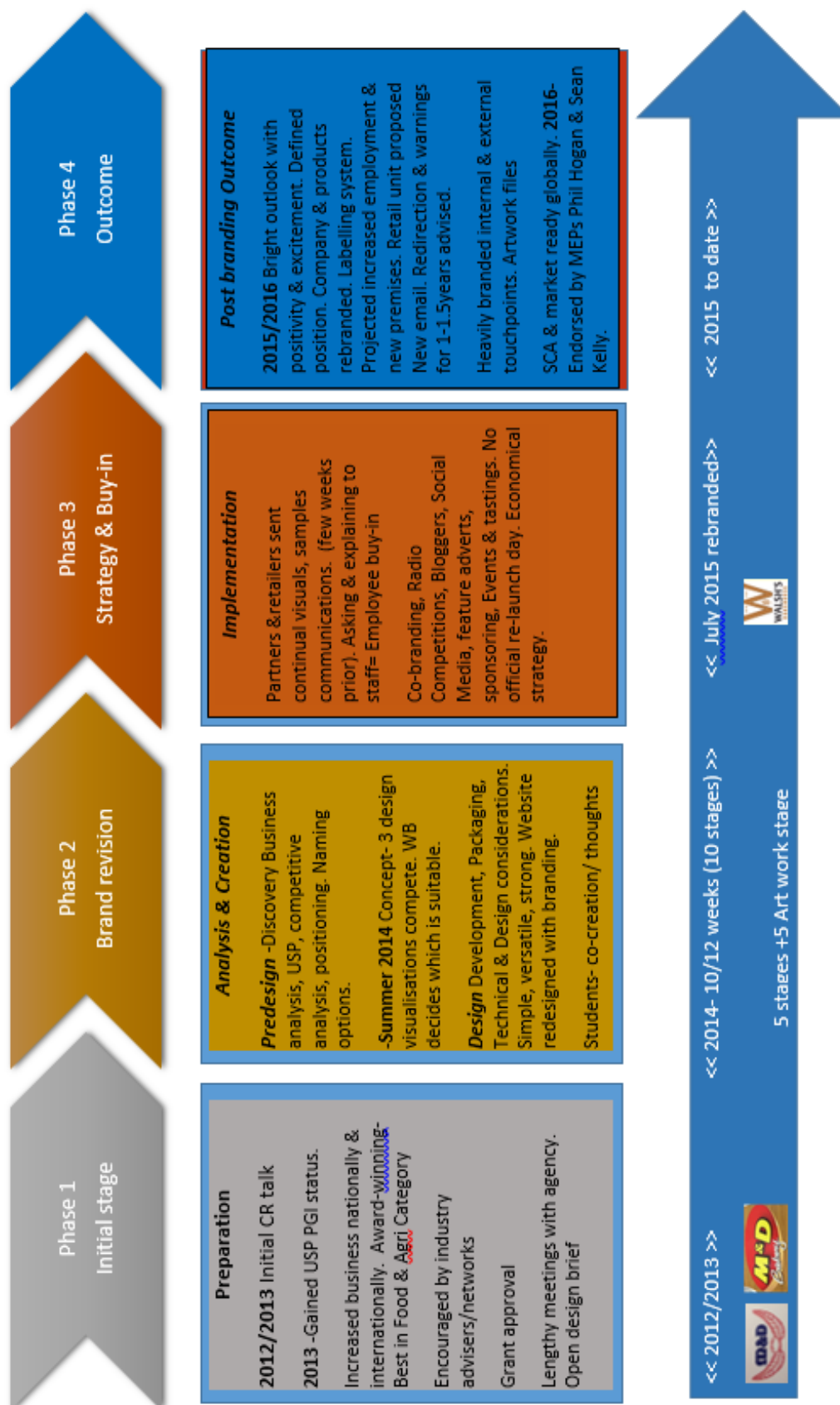


Figure 5. 15 Timeline & Processes of Walsh's Bakehouse

It is evident that WB used the Translucent Warning Strategy where distributors and retail customers were advised in advance of the change-over. They forwarded samples, packaging boxes and visual images to reaffirm the new brand style. They delegated responsibility to an employee for all social media updates, Instagram, new FB and new twitter.

According to both DW and SV, the brief was very open, *“visible, distinctive, quirky, and something we wouldn’t have to do again [DW]”*. The process incorporated interaction/collaboration between the agencies, academic research group and government bodies, where it was co-created, yet the decision rested with the owners, *“ultimately the decision came down to us”*. Documentary analysis of the branding process demonstrates some of the ten design stages followed, which incorporated branding exercises, games, and psychology (see Appendix L ,M, N, O). Three concepts incorporated, *“Use of ‘on-brand’ imagery suited to your brand [SV]”* which created images visualisations for the owners.

The brand values of, *“authentic, quality, natural, artisan, local, Irish”* incorporated into the brief were a stark contrast of the former *“average- crude imagery did not tell the story of the bread”*. Technical and design considerations were paramount where the different colours, backgrounds and packaging were considered. Also considerations of having two colours for cost savings and using universal packaging (ingredients remain constant) indicate the prudent/conserving ethos of the SME’s. This also enabled them to reduce stock levels by holding lots of packing stock and using a certain printer, *“very clever template system where the sticker is flexible and they can print different stickers [SV]”*.

The transferability of design was also considered important across menus. According to SV, the packaging was important for WB identity, *“identity being brought alive, doesn’t that look amazing...all the repeated patterns...[SV]”*. The design constructed through illustrator and Photoshop-

To build a look and a feel to express that I suppose emotionally and that of course includes the styling, the typography, and the colour palettes and the imagery that goes with the brand [SV].

“little details are serif so that in itself creates an image of an established brand, a quality brand’ and a *‘an older world feeling’*. The wheat sheaf images indicate the main ingredient, *“very simple imagery”*. W for Waterford and Walsh, established signifies the heritage of the brand. Regarding the colour brown-

Brown has a very soft kind of feel to it. It’s a very opening and very welcoming colour. But we also like the white because there are very few people using white on their labels or products [DW].

The rebrand was frequently referred to as, “DNA”, “essence”, “personality”, “living” indicating the new identity as a living thing, *“It lives on packaging, it lives on business cards, on signage. It might live in a black and white newspaper ad [SV]”* and *‘we are who we are [DW]’*.

IMC

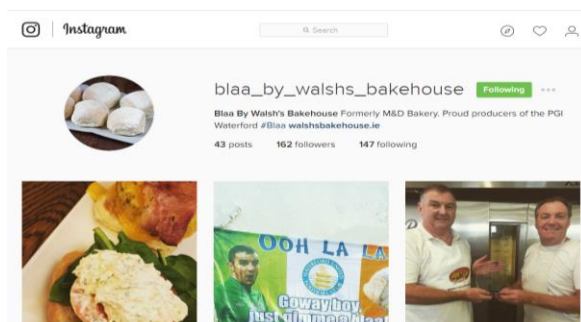
WB did not have a relaunch of the business due to, *“Because simply we probably didn’t have the man power here in the bakery to organise it”* and, *“we were fairly fed up [DW]”*. DW added, *“It was exciting but not so much anymore”*. However, WB relied on sponsorship, competitions, co-branding promotions, social media bloggers, feature adverts and social media to communicate the new brand. It is anticipated that the grand launch could be potentially done through the Waterford Harvest Festival 2016, a year later. It has accomplished of many awards, PGI status, and has a network of reputable co-branding partners. Observation found three strongly branded, social media presences which are frequently updated.



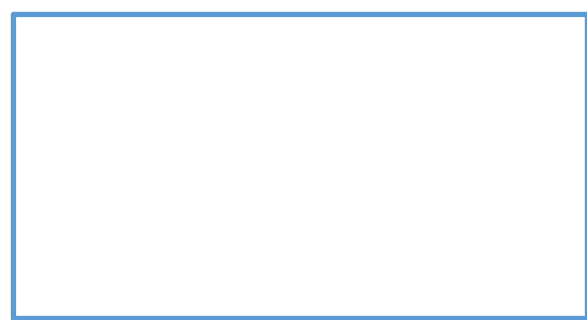
Facebook



Twitter



Instagram



No linkedIn account

Figure 5. 16 Social Media of Walsh's Bakehouse

5.3.4 Environmental Factors

5.3.4.1 Enablers

Undoubtedly strong leadership skills are evident within the WB rebrand. The Walsh brothers are highly driven and visionaries. According to LEO video evidence, they had a clear idea of their strategic direction to increase employees to 60 and quadruple turnover. Knowing their strengths and weakness they sought additional help for aspects they did not have the skillset in-house for. The expertise of the agencies and the suggestions of the research students facilitated the best design being chosen and all scenarios discussed.

The fact that the legal name Sunshine Bread & Confectionery Ltd. remained constant, the company underwent a smooth transition and was not required to make any regulatory, legal or bank changes.

Grant aid was received from a government agency, which financed the new branding and website costs, the new printer for the new labelling, uniforms and clothing. The overall cost incurred was €25,000 and the cash injection made the process possible.

The owners, “*knew it sold well but didn’t know why* [SV]” however through the branding experiences particularly within the discovery phase enlightened the owners exactly why. It was noted that their language had changed the agency which confirms the instilling of confidence, the business value analysis and branding exercises did. Through the branding exercises, the discovery stage in particular created a greater understanding of their brand and its values being “*natural, authentic, heritage* [SV]”. In terms of employee buy-in whilst “*ultimately the decision was ours* [DW]”, they were asked their thoughts on particular design and their reasons for choosing certain designs were explained and then accepted.

5.3.4.2 Barriers

The greatest barriers encountered according to DW were time, continuity of business and lack of experience and marketing personnel and the scope of work involved: “*time consuming. I mean we’re bakers, we’re not marketing people*”, “*we were very busy at the time*” and, “*it was something that we have never done before*”. Whilst they encountered minimal resistance, one customer suggested they were doing it, “*potentially too late*”, “*It would take a couple of marketing people a couple of weeks nearly full time essentially to get it going*”. Notably DW made the comment that one could, “*overthink it*” and there is, “*no end to money to the amount of money you can spend on it*”.

There was an obligation on the stakeholders to update their website details and scanning that the name matched. The system risk was a concern particularly with retail customers where, *“if they are being rejected at the till that is an issue, because they will just take the product off the shelf”*, effectively resulting in a loss of revenue and custom.

Main theme

CR is not an isolated event. It is part of a strategy to improve the business and increase revenue. The overall process is very time-consuming and warrants marketing personnel or professionals to deliver the brief. The continuity of business is identified whilst taking on this project. This rebrand consisted of a corporate and product rebrand with a trustworthy agency partner and restructuring. Following an intricate design process, the new identity eventually ‘lives’. Buy-in was a staggered process, with an absence of a deadline. constraints of smaller business and freedom, *“very good example of a small SME who need to be smart where they spend money [SV]”*. These findings suggest there were more influencers than barriers.

5.4 Conclusion

Within this chapter, each case presents strong and valid reasons for undergoing a corporate rebrand. The findings are formed from the perspective of the interviewees, observation and documentary analysis. The following chapter intends to discuss key points of interest following a thorough analysis of findings. It will discuss relative pertinent theories from the literature review with regards to each case.

Chapter Six

DISCUSSION

6.0 Introduction

This chapter will appraise, analyse and discuss the research findings within this study, which explores the nature, rationale, processes and environmental factors of CR. It is intended that the emergent themes will support or contradict important theories as previously presented in the literature review chapter. The case companies were grouped together to address each theme accurately.

6.1 Nature

These themes are derived from the first objective which is to investigate the nature of CR.

6.1.1 Evolutionary V Revolutionary

Evolutionary Change is defined as the change of images, values and meaning of a corporate brand which evolves through minor changes at different touchpoints (Muzellec & Lambkin, 2007). Revolutionary change is a seismic change in the name, logo and slogan of a company (Stuart and Muzellec 2004). The author found that the Ornua corporate rebrand could possibly have been an evolutionary change if option one was chosen from table 5.2. Arguably, IDB evolved into their position and as such was an evolutionary not revolutionary, change, “...we were no longer the business we had become [JK]”.

Kerrygold was not rebranded as it was judged a risk to the corporate reputation. This is supported by Chan *et al.* (2009), which suggests shared access to customers and brand associations between co-branded corporations. Conversely, they have email signatures and business cards co-branded with the Kerrygold which contradicts consistency and reputational risk. JK and JG of Ornua described issues with the IDB name under Leveraging the name Kerrygold further is questionably safer than creating a new identity absent of brand equity,

which is a greater financial cost/risk linguistics, phonetics, pronounceability, misleading and not reflective as issues with IDB.

6.1.2 Acquisition

Muzellec and Lamkin (2006) found M&A's the top incentive for firms to rebrand, whilst rating brand image lower. This in agreement with findings of RHM which underwent CR and did not necessitate a rebrand. SV commented on FH, "...a really powerful brand... particularly to get you attention, when you're a start-up and you need to get attention...there's a meaning behind the name [SV]".

6.1.3 Corporate Rebrand V Product Rebrand

Contrasting with the literature Xie and Boggs (2006) which offers CR or a product rebrand as a choice, as demonstrated in figure 2.11 contrasts with the findings of WB, which underwent both dual rebranding due to increased business. It is, "*unique in the industry to have done both* [SV]". The same authors suggested that corporate branding has less flexibility to appeal and position, and is less expensive and less segmented than product rebranding. This concurs with RHM who stated the corporate message is, "*a lot more conservative* [MOF]" and positioned for, "*corporate investors and Wall Street* [MOF]". This suggests acquired corporations need to adjust to not being the main message following M&A.

6.1.4 Brand Architecture

Laforet and Saunders (1999, 2005) states that Brand Architecture normally confirms to house of brands or branded house, however some corporations alternate for different acquisitions. Ornuia is a began and remains as a House of brands. WB remains a branded house. Whereas brand architecture changed from endorsed brand (FeedHenry by Red Hat) to a sub brand, where RH name comes first. Furthermore, principle five of CR states that the strategy must be integrated and coordinated (Merrilees and Miller, 2008). This coincides with the findings of all three cases, particularly Ornuia who transitioned Adams's Foods SBU in April 2016, over a year later. Given the number (18) of Ornuia SBU's, the project was segmented into, "*manageable bitesize chunks* [JG]". However, literature fails to clarify if a set time period or

timeless stagnation is best. This suggests that a time frames if any, should be suggested in literature and allocated in practice.

6.2 Rationale

These themes are derived from the third objective, which is to identify the rationale for Corporate Rebranding.

6.2.1 Opportunity

The greatest benefit and reason of the FH acquisition offered is the, “*opportunity*” [MOF]. They can now upsell to customers, access to technical and operational expertise, and position within a large PLC which differs from the Ornuu and WB rationale. Furthermore, they increased their revenue to \$2billion. Lambkin and Muzellec (2008) contend that corporations should use the rebranding opportunity arising from M&A’s to benefit from strategic direction and brand equities. However, literature does not suggest a, ‘good investment prospect’ as a reason for CR, which is a particularly dominant in the technology industry. “*We’re a really cool technology* [MOF].”

6.2.2 Multiple factors

The research of Stuart and Muzellec (2004) categorises the reasons for CR as M&A, divestures, change in marketplace conditions due to competitors, legal and economic conditions, appropriate global representation and updating the visual identity. Increased business, out-dated image and misleading are the most cited reasons for CR

6.2.2.1 Competition

Ornuu compares its former image of IDB against its strong competitive players, “*not really competitive in terms of our appearance* [JG]”. Whilst RHM had no complaints, but rather compliments regarding the FH identity, WB stated it “*had its day* [DW]”. These points reassert the work of Conley (2008) who identify rebranding and co-branding as a solution to ‘corporate insecurity’ due to increased competition in the marketplace.

6.2.2.2 Poor Brand Meaning

Ornua and WB cited a poor visual identity of the old brand (irrelevant, outdated, confusion). The brands also did not convey the correct brand meaning, and or strengths. (M&D) “*could be car parts brand* [SV]” and IDB conveyed a meaning of state-ownership. M&D missed opportunities to translate, “*heritage, natural, quality and traditional*” meaning of its corporate brand. This resonates with the table 2.1 of brand meanings per Kotler (2001).

6.2.2.3 Legislation

New legislation affected WB and Ornua. WB achieved a new legal stature of PGI along with increased geographical presence nationally and international trading. Ornua had a regulatory restriction abolished which entailed a more competitive marketplace against stronger players globally (as per table 5.5).

6.2.2.4 New Global Markets

Research of both Aaker (1991) and Kapferer (1998) assert that global brands need to evolve into new markets customer base. This resonates with all three cases who supply/trade internationally, and increased business and markets lead to CR.

6.2.2.5 Strategy and Structural Changes

The research of Rindell and Stranvik (2010) acknowledges the need to reposition following M&A, change in competition and a strategy. This concurs with findings of RHM, Ornua and WB, however the integration, “*caused the greatest headache* [MOF]” until they were finally positioned in RH Middleware (SBU).

6.2.2.6 Higher Profits Projections

Lambkin and Muzellec (2008) and Gotsi and Andriopoulos (2007) for CR understates the most fundamental reason; and that is to make a profit,” ...*the long and short of it is, the reason why any company wants to rebrand is to build a better business is ultimately to make them money* [SV]”. This relates to FH motives to CR following acquisition sale of €63m (profit). Also, Ornua needs a credible image to compete with large multinational cooperatives (to increase profit), whilst WB seeks to increase employees to 60 and quadruple turnover by 2021. This suggests management should not lose sight of the underlying motive for rebranding and have a succeeding strategy to deliver this.

6.3. Process

These themes are derived from the second objective which is to examine the corporate rebranding process.

6.3.1 Continuity of Business & Consistency

Stuart and Muzellec (2004) and Knox and Bickerston (2003) both posit the importance of continuity is an essential factor to rebranding, even in the absence of consistency. All three case companies affirm that the continuity of business prevailed, with WB and RHM stating it was, “*business as usual*” [DW and MOF] whilst JG emphasised, “*...was an additional project on top of our day to day responsibility*”. Continuity of business is achieved through the adaption and renewal of values through CR per Tevi and Otubanjo (2013). Document analysis revealed that Ornuu looked at their values and clearly emphasise their USP’s, “grass-fed...dairy cow...Irish climate...Irish dairy farmer”. However, WB had their USP’s detailed and clarified through the branding exercises, “*they knew it sold well, but didn’t know why* [SV]”.

6.3.1 Timing

Although a small sample, findings shows the time frame between rebranding is reducing for revolutionary reform with the gap has decreased from 33 years to 21 years (see Table 5.3), Contrastingly, WB made evolutionary changes 13/14 years from initial branding and required revolutionary rebranding 16/17 years later (see Table 5.9). Findings reveal a need to rebrand as demonstrated by Ornuu (twice in 54 years) and WB (twice in 31 years) reasserting Rindell and Stranvik (2010) research, that brands need to reposition following revised strategy. Evidence also affirms that revolutionary branding has more longevity than evolutionary rebrand. Arguably, if revolutionary rebranding was instigated in 98/99 instead of evolutionary rebranding, would WB have rebranded in 2015? This illustrates that the frequency to CR increases and pressure exists to remain relevant. Whilst both Ornuu and WB stated it was a, “*once off*”, findings suggest it will need to be done again. Furthermore, Miller *et al.* (2014) state timing as critical and non- critical in their model. However, findings suggest without a deadline in place, it can be unending, “*if we didn’t have that deadline it*

could've gone on and on and on [JK]". WB did not set a deadline, and the process was longer by, *"overthinking it [DW]"*.

6.3.2 Restructuring Strategy

Kalaignanam and Bahadir (2012) suggests that CR and restructuring are more effective on value creation when preformed concurrently. WB updated packing and labelling/printer system, whilst Ornua updated email provider simultaneously. Research findings indicate restructuring of each company at various levels was/will be actioned, with WB anticipating moving to new premises (two years following CR), RHM a new premise (2-2.5 years following CR) and Ornua divesture of SBU DPI distribution company and restructuring employment management system. FeedHenry was temporarily rebranded, 'FH by RH' following acquisition as suggested by Lomax and Mador (2006) and Jaju *et al.* (2006) who posit rebranding the acquired company during a M&A will avoid a devaluation of brand equity, when the dominant acquirer's strategy is instigated.

6.3.3 Strategy Implementation

Accenture revealed its new identity following a three-month phase in/out strategy (Kaikati, 2003). Similarly, RHM had a temporary rebrand phase for six months (Oct14 -Apr15). Translucent warning and sudden eradication strategies are identified by Kaikati (2003) were implemented by Ornua. WB used Translucent Warning. cases provided ample communication to stakeholders prior to the CR, however, Ornua disassociated itself completely from IDB, with new email, and branding. WB incorporated a redirecting website traffic and added, 'formerly M&D Bakery' to advertisement. RHM adopted a typical M&A strategy -dual or combined per Daly & Moloney (2004) and Kaikati (2003).

6.3.4 Brand Revision and Design

Literature of Miller and Merrilees (2013) states a brand revision is an important step in CR, with little attention to design strategy. Findings depict design amongst WB and Ornua to be a heavily weighted stage of the rebrand, with up to ten design stages. Abratt and Kleyn (2012) and Melewar *et al.* (2005) suggest that strong corporate visual identities are advantageous in securing a competitive advantage, attracting talented staff and winning support from financial

and government bodies. This aligns with Ornua attracting considerably more job applicants since rebranding. However, it is misaligned somewhat with WB as they received a grant to rebrand from the onset. Considering design is a third of the corporate identity per Birkigt & Stadler (1986) diagram (figure 2.13) it recommended that the area of brand design and revision is not overlooked as it plays a part in its USP, “*you want to avoid ‘me too’*” [SV].

De Chernatony (2002) and Urde (2003) cite corporate brands as more conceptual, and signify a high grade ethos, unlike product brands with more simplistic/practical meanings. The findings reassert WB corporate rebrand and product rebrand imagery. The corporate brand is stronger distinct, indicating Walsh and Waterford, Lettering with decoration WB is iconic with the drawing of the sheaf in the W encompasses the essence or DNA of the company. (sans serif font indicates tradition and brown, ruggedness and naturalness. This is aligned with the findings, “*Brown has a very soft feel... opening and very welcoming* [DW]”. The Blaa rebrand is ‘quirky’, with italic writing in a unique white colour. Authors Miller and Merrilees (2013) also cite narrow brand revision is an issue. This is confirmed by, “*certain styles become very common and that’s a really bad trap to fall into* [SV]”.

6.4 Environmental Factors

These themes are derived from the fourth objective which is to explore and determine the key environmental influencers and inhibitors of Corporate Rebranding.

6.4.1 Leadership

It is evident from the findings that RH sent over top executives to make the announcement to FH, whilst CEO, director of marketing and planned the rebrand as part of the BTS and the Head of Communications organised it. In the case of SME, WB owners/directors were involved. This is aligned with the research of Hatch and Schultz (2003) that states corporate brands are part of the strategic plan of high level employees/owners. Miller and Merrilees (2013) assert that strong leadership is a major enabler of successful rebranding whilst autocratic leadership tends to be connected with unsuccessful cases. Findings reveal that the strong leadership of Ornua, who were passionate on about achieving, “*stakeholder buy-in* [JK]”, from leaders, management, the board and employees through meetings, taskforces and committees. The leaders were visionaries, and JK ensured a brand ambassador from the committee was on each team. MOF cited a semi-autocratic leadership/unit which offered

more flexibility than most other acquisitions led to an easier transition. This suggests time delays, lengthy and slower decision-making, for high level employees.

6.4.2 Buy-In

Ettenson and Knowles (2006) stated rebranding was not the priority within M&A negotiations and finding a quick solution was more important. Concurring with the literature, RH was more concerned with easing stakeholder tensions, “*where they all fit in [MOF]*” and an easy transition than the immediate rebranding. For this reason, they chose a temporary rebranding period. Findings show that buy-in was of more importance in Ornua, followed and RHM than WB. Ornua consulted the staff from the on-set, whilst RHM employees were told when announced. Although welcomed, it caused some tensions. WB had a few informal meetings on the floor to hear viewpoints of staff, and explained rationale for choosing certain designs/name. Merrilees and Miller (2008) principle four of high level brand orientation and communication with stakeholder. In each case, the internal brand activities were high and the internal stakeholders were communicated to first, with FH having a short timeframe before it was made public. This illustrates that the acquisition was friendly which enabled the process. Informant interviewee described conflict across units commented:

...local markets do not like interference from head office. The reason being is that their budgets are enforced upon them, they can't react swiftly enough to the market, they can't deal with day-to-day change, they haven't got the payroll, they haven't got the power to do what they want to do [PM].

This is aligned with Gotsi and Andriopoulos (2008) who suggest that cultural accord often arises from within subcultures of an organisation, rather than across the corporation.

6.4.3 IMC

The work of Balmer and Greyser (2003) suggests that stakeholder orientation and scope of CR needs to be considered; not just PR fixes for repositioning the corporate brand. This resonates with Ornua and RHM who both had extensive PR campaigns (Eve of milk quota abolition and the RH Summit). However, all three companies had used many forms of IMC to promote the new brand. The, “*elation [JG]*” and, “*excitement [DW & MOF]*” the CR brings is understated in the literature. Social media was a significant factor in all three companies and each touchpoint was enhanced. As a result, strong IMC campaigns were executed.

6.4.4 Employee Tensions & Demotions

In relation to Ornua, JG stated, “*leadership, ownership and accountability*” needs to be enforced so this may have been irritation and disempowering the employees/unit. This is also evident in RHM described supplier bills not being paid as they did not know they were to raise them in Oracle.

Interestingly MOF and other high-level staff in FH are the same ranking in the SBU RHM. They are technically ‘demoted’ since they have more seniors to report to. “*I reported to the VP of middleware [MOF]*”, yet they increased responsibilities from more people reporting into them. CR literature of Miller and Merrilees (2013) has conveyed importance of stakeholder tensions and buy-in but fail to acknowledge a demotion possibility. Gotsi and Andriopoulos (2007) suggest this may not reflect a unified company.

6.4.5 Cost

Stuart and Muzellec (2004) contend that whilst an advertising campaign is expensive, it is insignificant in comparison to an identity change. Unsurprisingly, this concurs with the findings of WB availing of a grant and Ornua opting for the in-house route to finance the project. The CR of WB cost was €24-25k and Ornua was €18-20k, with potential cost of €250k if outsourced fully. The cost of the rebrand of RHM was undisclosed, but comparatively research shows that BearingPoint and Accenture cost up to \$35m and \$13m respectively (see table 2.2 + 2.3) (Stuart & Muzellec, 2004; Kaikati, 2003). MOF stated that the cost was relatively small, but if considering the restructuring it was, “*significantly more*”. Literature of Stuart and Muzellec (2004) also cites the cost of eradication, and opportunity/hidden costs. This is aligned with findings of Ornua and WB who mentioned the wastage of, “*significant stock [JG]*” and, “*I hate waste [WB]*” still using some former branded items observed (bakers coat, bread shelving). This would suggest that reducing or eliminating stocks or operating a JIT system prior to choosing to rebrand may lower costs.

6.5 Conclusion

This study focused on the case studies of three organisations, two of whom have rebranded twice, and one of whom rebranded once. Thematic analysis produced the following components from primary and secondary evidence. Successful rebranding presented enablers

as strong leadership, buy-in and IMC. It also showed the limitations as cost and negative employee integrations. The evidence found the CR process offered opportunities to enhance the business operations through restructuring, design whilst outlining popular strategies of with respect to timing. Furthermore, evidence has shown that since 1985, four rebrands have occurred with revolutionary indicating more longevity. With increased competition, global markets and legislative changes, corporate images require revitalising or renovation more frequently to continue.

The following chapter concludes by synopsising the key findings with regards to the research four objectives and intends to address the overall research question. The author also puts forward an adaption to Miller *et al.* (2013) model. suggests continuity of business, design, and restructuring potential.

Chapter Seven

CONCLUSION

7.0 Introduction

This chapter aims to consolidate all the literature, findings and analysis and offer recommendations on corporate rebranding. It also aims to summarise key points of the research limitations and implications for the industry. The research offers insights into the rationale for CR. The chapter is segmented under key headings to conclude the research. The first segment provides a synopsis of the key findings in relation to the research question and findings. The second segment discusses implications for industry. Limitations are set out in the third segment. The author proposes recommendations for future research in the final segment.

7.1 Summary of Research Objectives

This research sought to answer the following research objectives.

1. To investigate the nature of Corporate Rebranding.

The nature of CR was clearly identified as revolutionary and acquisition within these three cases. However, evolutionary change was put forward for Ornua as it actually evolved to its new identity. CR was found to not be mutually exclusive with product rebranding. WB used the opportunity to have the two rebranding types implemented. Therefore, CR produces opportunities of assessment for corporations and is a strategy that leads to the renewing all aspects of the company. In this study, brand architecture of the acquired company (RHM) changed as a result of CR.

2. To examine the corporate rebranding process.

The research identified important processes under key themes of continuity of business and consistency, timing, restructuring, and brand revision and design. The study showed CR was not the main function of the business and sufficient time needs to be allocated. Deadlines enable this process. Design was an important element that was given much consideration in their process.

3. To identify the rationale for Corporate Rebranding.

The companies had specific reasons for CR, but most repetitive/overlapped reasons were found between Ornua and WB. They identified new legalisation, outdated image, replication, global markets, representation. The credibility of firm was highlighted by Ornua. Companies by acquisition rebrand as they are explicitly obligated by the dominant company. The FH/RHM case was a 'friendly' acquisition and they positioned themselves as a prospective investment. This study has shown that an acquired firm has different rationale, either wanting to be acquired, seeking new opportunity, access to more consumers and markets and expertise.

4. To explore and determine the key environmental influencers and inhibitors of Corporate Rebranding.

Similar to the previous objective, numerous factors were uncovered. However, the focus was limited to key themes of interest. Leadership, buy-in and IMC were seen as influencers, whilst unsurprisingly cost and, employee tensions and demotions were the inhibitors. People power made up 80% of these factors, which indicates the process needs good leadership, teamwork and buy-in, committed employees and meetings. M&A companies have eased forceful autocratic leadership in favour of reducing tensions, easier transitioning and more buy-in. The most autocratic leadership was present in the acquired company RHM, whilst Ornua was transformational. WB balanced between the two.

7.2 Research Question

The author sought to address the ensuing research question as specified in the introduction, literature research methodology section.

What is the nature and process of Corporate Rebranding?

This research question was satisfied/fulfilled through the previous objectives. Following the primary and secondary research data, research findings, and literature reviewed, emergent themes were not illustrated or given due mention in models. Therefore, based on the above, the author suggests amendments to the comprehensive corporate rebranding model by Miller *et al.* (2013) for continuity of business, design process, and assessing the restructuring opportunity. The proposed model is outlined in figure 7.1 below.

7.3 Model and Theory

The proposed model encompassed all previous theories and considers more design elements in brand revising, and adds a sub-process restructuring opportunity; that includes new premises if applicable, signage, capital expenses, further training, recruitment programmes and employee management database.

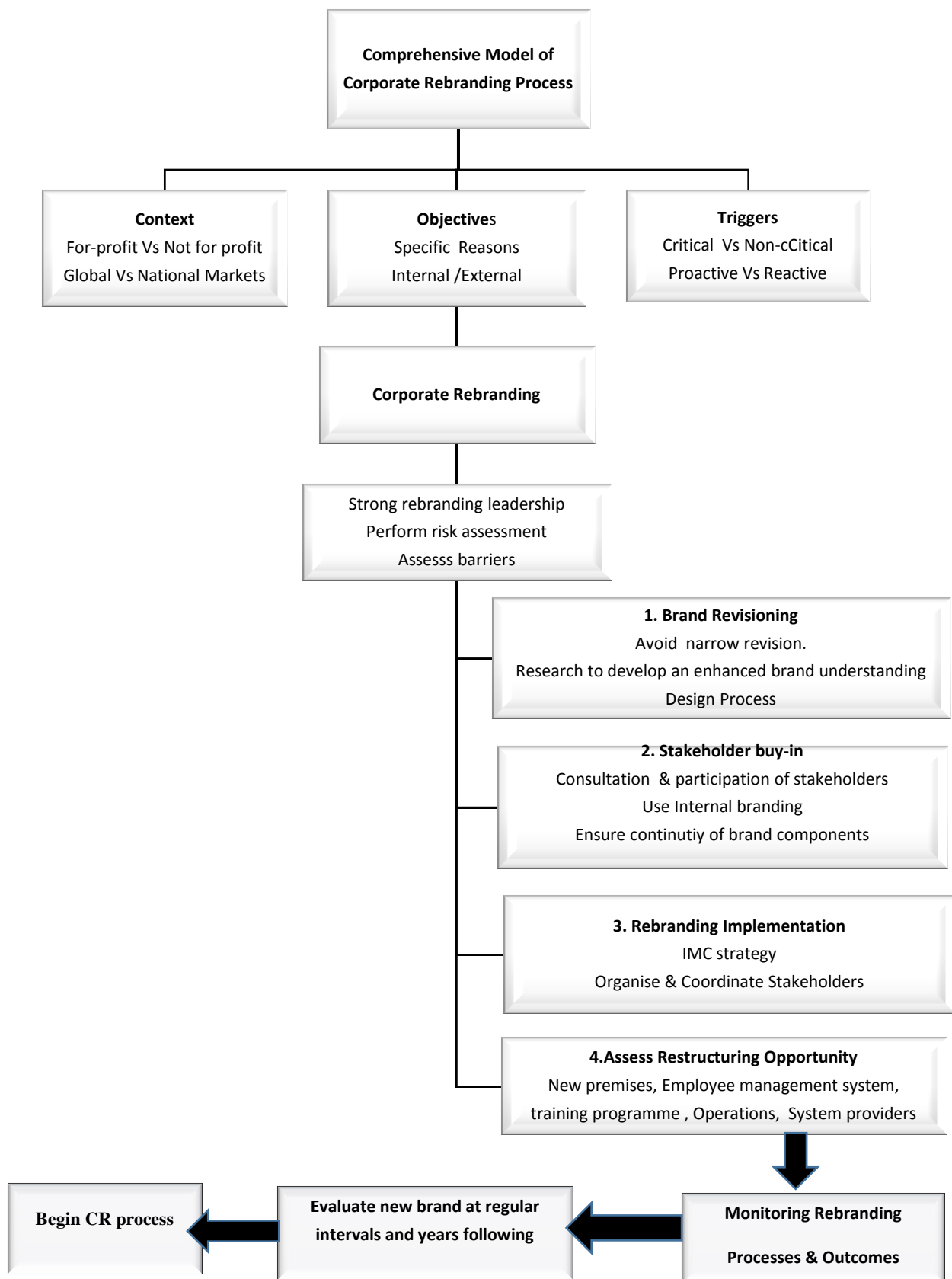


Figure 7. 1 Amended Process Model of Corporate Rebranding

Adapted from Miller *et al.* (2013)

7.4 Implications for Industry

This study hopes to inform/impart corporations of the positive and negative effects of CR within a holistic paradigm, overview for organisations considering rebranding. Eight implications for industry are described in Table 7.1 below.

TIME AWARENESS AND DEADLINES
This has highlighted corporations need to be aware of the timing of rebranding, transition/implementation timeframes and to set an unmoveable, significant date to launch the new identity.
CONSIDER LEVERAGING EXISTING BRAND EQUITY
This points to the concept of using a strong product brand name as an alternative to coining a new corporate name. It suggests leveraging off its reputation rather than losing potentially, considerable brand equity in a new name.
USE SKILLED EMPLOYEES AND/OR PROFESSIONALS
Regardless of time, experienced professionals are warranted on a project of this magnitude to save time. Ample time without expertise has been found to equal the same time frame as expertise with limited time. Moreover, knowing the limitations of top management and operational staff is helpful in strategy/task allocation. For this reason, conducting a capability analysis is advised.
ALLOCATE A PROJECT LEADER
In the case of large corporations, assigning a dedicated project leader to oversee the entire project, minimise the impact on daily work tasks, and assess risks is advisable.
CAUTION & PREPARATION DEMOTION
It cautions managers that the possibility of demotion exists in M&A's and may cause friction amongst key staff. CR offers more insights and scope for restructuring, that should the opportunity present itself, not to forego it.
BUDGET FOR CONTINGENCY COSTS

As a costly exercise, industry is advised to have budgetary provisions for unforeseen/hidden costs, whilst also setting maximum budget. DW stated expenditure investment could be “*limitless [DW]*” and “*no end to money you could spend otherwise [DW]*”.

REAFFIRM CONFIDENTIALITY

Given the confidential nature of the CR, particularly for quoted companies and the Ornuu name being leaked, a confidentiality agreement is advised. Where one already exists, a reminder of this clause will suffice.

PRAISE & REWARD

Finally, it reminds industry that it becomes a passionate project for instigators where high emotions are prevalent (elation and excitement). For that reason, employees should be praised and rewarded for their efforts, hard-work and commitment. A celebration to mark the pinnacle of the CR and the new era ahead is recommended. This also contributes to future buy-in in other aspects.

Table 7. 1 Implications and Recommendations for Industry

7.5 Overall Limitations of the research

Comparable with all research methods, this qualitative research method also contains limiting components. The author acknowledges the limitations of the research as per table 7.2 below.

RESEARCH LIMITATIONS

- 1. This research is known to be subjective, as with all qualitative techniques. The primary and secondary data gathered on the perspective of stakeholders within their respective companies. The respondents answered from their own remit and position within the company. Moreover, it is based on the views which may be instilled in them from living the brand (Kumar, 2005; Yin, 2003).**
- 2. As a multiple case study approach the findings were diluted due to word-count constraints. The author found there were many peripheral areas left undiscussed for this reason. A singular case study was initially proposed but due to the limited access, a multiple method was adopted. Three cases are not as in-depth as a singular case study but give a diverse picture of how different entities undergo corporate rebranding. It is also difficult on generalise on a sample size of three. Furthermore, due to the volume of data collected, the author was subjective in condensing the information (Yin ,2003).**
- 3. Time constraints of the study limited the interviewing of additional/supplementary stakeholders, such as a WB customer, Ornuu supplier/partner/operational employee or the RHM/RH marketing manager.**
- 4. The author used manual and Nvivo software in the analyses of the study data. A further limitation of the research.**
- 5. As highlighted in the literature review and findings, internal and external communication is crucial. However, this study did not discuss it exclusively as it presented in all areas of the process. The author wanted to focus on the more overlooked, key themes.**
- 6. The lack of recent literature on CR, could point to a potential over reliance on the recent works of Merrilles *et al.* (2013) for an updated perspective.**

Table 7. 2 Research Limitations

7.6 Recommendations for future research

The research proposes the following recommendations to direct future research. As there was an expectation of stakeholders to make changes to accommodate the corporation's changes (operational systems, scanning, document changes), The author proposes further research into the stakeholder responsibilities arising from a CR Research studies can also include a survey of stakeholders to gain more perceptions. The majority of CR research consists of case studies (Miller *et al.*, 2013). Research studies of a more quantitative nature will measure and verify findings similar to work of Ing (2012).

The emergent theme of demotion as a result of rebranding would make for interesting research, with particular consideration of its impact on key staff.

It is recommended different industry is research for the M&A example as the technology start-ups want to be acquired. Also to review other structures such as partnerships and sole traders. An area of interest that arose during research was an in-depth study into the rebranding and restructuring of social media

Further longitudinal investigations into the aftermath of the corporations within this study, over a longer period of time is suggested. Finally, it is recommended that the time frames of the rebranding process are developed and documented, with the objective of creating a protocol designed for different industries/sized companies.

7.7 Conclusion

This chapter reviewed the key findings in relation to the key objectives and pertinent literature. It has satisfied the research question through answering the objectives. It also proposed a modification of the Miller *et al.* (2013) model to include design, continuity of business and restructuring opportunities. With respect to initial cost, the benefits outweigh the costs. However, CR must be thoroughly researched and analysed before undertaken. The chapter has identified the limitations of the research, and issued recommendations for future research.

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APPENDICES

Appendix A: Personal Reflection Facing your fears

The Last Lap

I compare my experience to that of a long distance race. The part-time aspect of the masters was the longer, scenic route to completion. It imparted that quality not speed is sometimes more important, and a thorough grasp of academia. Initially, I was unsure what race to part-take, but through research, corporate rebranding was favoured for the dissertation indicator. I on-boarded the recommendations to do my preferred topic. The positive feedback from the literature review uplifted me, as writing a dissertation was an aspect of education that always deterred me.

Hurdles

Before, I had thought of myself as a last-minute person. When JG advised that setting unmovable deadlines is important, it was then I realised it; regardless of time permitting, I remain a person who works best under pressure and to tight deadlines. Also, the over-coding I experienced in another module remained with me. However, I conquered this weakness by creating a wall-chart for analysis, thus affirming my kinaesthetic learning to me.

Endurance

At first instance, I believed restructuring was a separate issue. However, the informant highlighted that restructuring is also involved, particularly with the concept of social media rebranding/restructuring, such as changing a Facebook headquarters page to localised company pages, i.e. Canon HQ to Canon Ireland. I contemplated where the line is between CR and restructuring. This reflection fuelled my rebranding interest throughout the research.

From the outset, I expected that a crisis led to CR, following the informant interview. However, this was not the case and it was simply to become competitive, relevant and unique. This illustrated the importance of research and gaining greater perspectives and insight.

I originally anticipated a single case study. However, during the process having found three great examples, they were difficult forfeit. I choose to keep all three case studies, with the hope of keeping the essence and doing each case justice. I have learnt that when a good

choice is present, not to forego, to risk and to learn as much as possible. Challenging my limits; I hope the result will prevail.

I found CR quite broad initially. However, the preliminary work from having an informant was the ideal start and imparted great insight into the topic. European Student Services (ESS) rebranded to Taxback as it was no longer as described; no longer for students, and no longer European. This insight along with the fact that two of three companies have rebranded for the second time, affirmed how prevalent rebranding is today to me.

Although aware corporations must be consistent, I was not aware to the extent. The complex style-guide of Ornua and SV underlined its importance, especially since it was, “policed [JK]”. At that point, it conveyed how crucial consistency across a business identity is.

Fanfare

Living the brand was a method advocated for employees and I found JG an excellent example of such. The initial meeting enlightened me to how some employees live the brand. JG suggested WebEx for cheaper, efficiency, time effective, safer, as it’s a green business. It highlighted the importance of hiring employees who reflect and are congruent with the company values and ethos, the essence corporate identity. I had always thought of a company as an entity. However, the emphasis on the corporation as a personality and, “DNA” [JG, DW, SV] come to life surprised me. and gaining consumer insight, “.. it’s *all psychology* [SV]”. Due to the branding exercises, I now personify companies to understand them more.

Sprinting

I always believed a task needs to get done quickly and that, ‘time is money’. However, WB demonstrated that decisions should not rushed, along with the easy transition of RHM and Ornua waiting years for the, “*right timing*” [JK]. Making the project more manageable and gradually the task reducing by sectioning, “*into bitesize chunks* [JG]”. More cautious decision-making and segmenting tasks is a tactic I will apply.

Strong leadership drives people. However, each company uniquely highlighted teamwork to me. Each phase within Ornua and RHM was highly co-ordinated and organised where teams tackled issues, with WB had internal administrators communicating to stakeholders.

My knowledge of CR has increased, as have my networking abilities. This assignment taught me to let go of perfectionism and accept the process. I trust myself more. My time management skills enabled me to conserve that ‘bit extra’ to sprint to the end.

The Finish Line

Now the race is over, the reward is twofold; I have faced my dissertation fear and have accomplished a masters. When I first embarked on this assignment, I knew little of rebranding. Now, with full appreciation of the CR process, I anticipate an edge for future marketing roles. A better athlete, fitter for the next race; the next job.

Appendix B: Case Study Protocols

Introduction to Protocol

The case study protocol herein was based on a template for case study methodologies as described by Eisenhardt (1989), Stake (1995), and Yin (2003). Ease (2008) states the most beneficial aspects of a protocol was forcibly specifying how the research questions will be answered and the refining of data collection procedures. Furthermore, by referring to a formal written research plan, it can prevent the problem of writing in the letter, and not in the spirit of the protocol. The template outlined by Stake (1995) and Eisenhardt (1989) is implemented as they adopt an interpretive approach. Yin (1994:2003) asserts that a case study protocol increases the reliability of a case study and is critical for a multiple case study approach. This research is defined as a ‘collective exploratory- descriptive case study’ as it is not a single case, and it comprises of ‘what’ and ‘how’ questions. The case study will answer investigate the rationale for corporate rebranding.

CRITERIA FOR SELECTION OF CASES

The collective cases selected are instrumental cases. The sampling method chosen for the three case studies is outlined in the methodology chapter. Criteria for selection are corporations based in Ireland who have undergone a corporate rebrand within the last two years.

RESEARCH QUESTIONS, ISSUES & INFORMATION QUESTIONS

The research problem and four research objectives are outlined in the introductory and methodology chapters. Interview questions are outlined in the appendices in the interview guidelines. Pilot interviews prior to actual interviews are held to ensure rigour, suitability and trial questions. The researcher will follow an interview guide template comprising of open-ended questions format.

DATA GATHERING

Interviews will be conducted in accordance to the interviewees schedule and availability. Interviews will be at the corporations' site to facilitate direct observation. Data sources used are direct observation, document analysis, semi-structured interviews, and physical artefacts.

ANALYSIS AND INTERPRETATION

All interviews are recorded and transcribed. Transcripts are uploaded onto Nvivo Qualitative software. (Yin, 1994, 2003). Analytic techniques used in this study are thematic analysis by Braun and Clarke. The researcher will develop longitudinal time series analysis of the corporate rebrand as demonstrated on a timeline. The data analysis comprises of thorough examination, categorising, tabulating and recombining evidence to address the research question. Modelling is another method incorporated to clarify ideas by displaying and reflecting upon them.

CASE STUDY RESEARCHER ROLE

The researcher is responsible for the literature review, methodology, analysis and report writing within a given time period. The approach taken is an interpretive stance. Credibility, rigour and generalisability will be ensured through correct referencing, and testing. Generalisability is increased through the selection of three cases across different industries and size.

TRIANGULATION AND VALIDATION

Triangulation of evidence increases the reliability of data and the data collection process. (Yin, 1994). Interviewees are emailed transcripts to review, edit or add to any comments made in advance of analysis. An academic supervisor/reviewer will check the data for accuracy.

REPORT WRITING

Making use of an audit trail facilitates reliability and validity of the written report (Bazeley, 2013). The intended audience of this research are the stakeholders being; academic dissertation committee, participants and peers. The presentation of final research

will consider the academic audience with regards to style, format and content (Hennink *et al*, 2011). Each table and figure will be commented upon. Writing early through memos, transcribing and organising facilitates the creation of the report. Explanations must be convincing (Mason, 2004). Each case composition will be sectioned and follows a question and answer approach where the reader can make cross-comparisons.

Appendix C: Ethical & Data Collection Protocols

ETHICAL PROTOCOLS
Professionals will be contacted by an introductory phone call. It will follow by a personal/video interview at either residence. Meetings should last ten minutes approximately, with additional contact on anything requiring further investigation or clarification i.e. “continuing process” (Saunders et al, 1997). Meetings will be noted, recorded and transcribed. The contributing individuals will be fully respected and treated with dignity.
INFORMATION SHEET AND INFORMED CONSENT
An information sheet of the research will be provided to all contributors. This will wholly inform them of the purpose of the research being undertaken. A declaration of consent shall be presented to all contributors prior to the interview commences. The obtaining of informed consent in a formal means guarantees all data and information will be treated confidentially. The author and the interviewee will sign the two copies of the form, with one signed copy presented to the interviewee. The individual’s identity shall remain undisclosed if requested.
CONFIDENTIALITY
Findings from research and interviews will be represented with honesty and integrity. Contributions of all individuals will be acknowledged. Research data will be stored in a password-protected PC; discussed only with the supervisor confidentially. All records including transcripts, web-data will be preserved in the event of the supervisor requesting them. Also full assurance of anonymity with regards to the course, location, and personal details, if preferred.
DATA PROTECTION
In accordance with the Data Protection Act 1988 and 2003, the participant has a right to a

description and a copy of any information held about them. This request must be fulfilled within 21 days. The code of practice as per MILie (2014) will also be followed.

SKILLSET TOWARDS INTERVIEWEES

Personal skills of the researcher used which include: asking strong questions, good interpretation skills, being a good listener, being flexible and remaining unbiased (Yin, 1994)

Appendix D: Important Design Parameters

	IMPORTANT DESIGN PARAMETERS
CONSTRUCT VALIDITY	Case study protocol established. Correct operational measures utilised regarding multiple sources of evidence, data storage, and chain of evidence (Yin, 2003).
INTERNAL VALIDITY	Not applicable. Suitable for single case explanatory design (Yin 1994, 2003)
EXTERNAL VALIDITY	Easier to obtain for multiple cases. Using multiple cases to investigate outcomes of corporate rebranding in different contexts (Yin, 2003)
RELIABILITY	Internal reliability increases if common patterns or themes emerge (Trochim, 1989). Maintaining a chain of evidence increases the reliability of the study and will be kept from commencement for the external observer (Yin, 1994)
REPLICABILITY & GENERALISABILITY	Analytic conclusions are more power coming from two cases or more. Contexts in cases differ and arriving at common conclusions increases external generalisability (Yin ,2003)

Appendix E: Information letter about the study

To:

From: Evelyn Fitzmaurice

Subject: Information letter of Research

Date: _____

Dear: _____

My name is Evelyn Fitzmaurice and I am a Masters student at Waterford Institute of Technology. I am researching Corporate Rebranding; the nature and rationale of corporate rebranding. I am principally interested in these areas: (1) What was your experience of rebranding process? (2) How did you carry out the rebranding process? (3) What measures did you employ to maintain the merits of rebranding?

This research intends to bridge the gap of corporate rebranding literature within global firms and SMEs in Ireland. It hopes to contribute to the present body of knowledge about successful rebranding, its advantages and the sustainability of businesses undergoing this process. This research hopes to create more awareness and feasibility of rebranding for a corporation, which also considers all costs involved. It also aspires to stimulate an interest in others that have not considered rebranding and may do so in the future.

Your time and involvement is profoundly appreciated. The entire interview is expected to last approximately an hour. The interview will be recorded to maintain the essence of your words for the research. You can request a copy of the information collected. I will call you within 3 days to set up a convenient time for the phone interview.

The interview will be recorded and I will also take written notes for convenience. The recording, when transcribed will be kept in a secure file on a PC. Should you wish to remain anonymous, any references which may reveal identity will be concealed and anonymity is absolutely assured. Dr. Anthony Foley (Dissertation Supervisor, Waterford Institute of Technology) will also view the data, and will maintain the anonymity and integrity of the information in a password-protected computer file. His contact information is afoley@wit.ie.

Extracts following an interview may be included in the dissertation or possibly other publications.

I would be most grateful if you would sign this form to show that you have read and agree with the outlined information above. Please return it by email to me at efitzmaurice111@gmail.com. An electronic signature is acceptable.

Your electronic signature above

This research is being organised in part to fulfil requirements for my Masters in Business Studies, specialising in Marketing at Waterford Institute of Technology.

Sincerely,

Evelyn Fitzmaurice

Masters of Business Studies specialising in Marketing

Waterford Institute of Technology

Appendix F: Interview Consent Form

CONSENT TO PARTICIPATE IN INTERVIEW

An Investigation into the rationale for Corporate Rebranding.

You are kindly requested to participate in a research directed by Evelyn Fitzmaurice, Masters in Business specializing in Marketing at Waterford Institute of Technology (W.I.T.). The main objective of the research being to investigate the rationale for rebranding by investigating corporations who have undertaken this change. The outcome of this research shall be incorporated in Evelyn Fitzmaurice's Masters Dissertation. You were carefully-chosen as a contributor in this research because of your position within the organization and your in-depth experience of rebranding. I would be most obliged if you read the information outlined below and ask any questions if you need further clarification, prior to deciding on participation in the study.

- The interview today is voluntary. Your time and contribution is gratefully appreciated and will be acknowledged in the acknowledgement section of the dissertation.
- If preferred, you do not have to answer a question, and may pause or end the interview when you wish. The interview will last an hour or so.
- Unless permission is obtained to use your name, position, and organisation, a pseudonym will be used.
- The intention is to record the interview to use as reference whilst proceeding with this research. This interview will not be recorded without your permission. Should permission be granted for this interview to be recorded, you are rightfully entitled to retract permission and also cancel the interview.

The dissertation will be concluded by 22nd August 2016. Interview records and data collections will be kept in a safe work place until December 2016 and will then be erased.

I understand the measures as indicated above. My queries have been satisfactorily responded to, and I consent to be a participant in the research. I have been presented with a signed duplicate of this form.

(Please tick all that are applicable)

1. I consent for this interview to be recorded. ☐
2. I consent for the below data to be included in journals arising from this study ☐

My name ☐ My title ☐ Direct citations ☐

Signature of Participant _____ Date _____

Position held _____

Signature of Researcher _____ Date _____

Please call Evelyn Fitzmaurice on mobile (089-xxxxxx) or by email (efitzmaurice111@gmail.com) with any queries.

If you believe you were treated unethically, or have queries regarding your rights as a research subject, please email my dissertation supervisor Dr. Anthony Foley, Lecturer, Waterford Institute of Technology by email at afolely@wit.ie.

Appendix G: Interview Questions

Interview Guide 1

Introduce Self ☐

Permission to record ☐

Purpose of Study ☐

Date: Time: Location:

Observations:

QUESTIONS FOR DR. MÍCHEÁL Ó FOGHLÚ

*Tell CR in context. Focus is in the rebranding process. Looking at **rebrand via acquisition** since I have interviewed Ornua, **rebranding through evolving, global brand**.*

1. Context of the Rebranding Process of FeedHenry.

What happened within the organisation for FH and Red Hat around the change?

What are the limitations, benefits and challenges?

How did the rebrand occur? How did it happen from your perspective?

What are your reflections of the rebrand from Feed Henry to Red Hat?

2. Design and Name Combination

Why are both brands being used now, 'FeedHenry by RedHat'. Any plans to develop further?

How does the combination of brands work, the co-branding effort?

Is the FeedHenry name being retained?

Is the current rebrand transient or complete?

3. Communications

Tell me about the communication strategy of the rebrand internally and externally for customers, employees and other stakeholders?

What differences were there for customers and employees?

4. Restructuring/Change management

What other restructuring/change management was involved?

Thank respondent for their time.

Reassurance of anonymity and confidentiality.
Inform them of access to transcripts/findings and conclusions.

Interview Guide 2

Introduce Self ☐ Permission to record ☐ Purpose of Study ☐

Date: Time: Location:

Observations:

QUESTIONS FOR JENS GLOECKNER (PART I AND II)

1. Rationale

How important was it for Ornua to rebrand and what were the reasons?

What of these enablers/barriers did you encounter in the rebranding of Ornua?

Did you outsource any work for the corporate rebrand?

2. Corporate v Product Rebranding

Could Ornua have rebranded a product(s) rather than undergo a full corporate rebrand?

3. Process

Is the rebranding process now complete?

How important is Social media and communications in the rebranding process and did it influence your strategy/decisions?

4. Communications

How did you communicate the rebrand and what kind of strategy was in place?

What IMC do you use?

5. Brand Evolving

How did you feel or realise that the brand evolving prior to the rebrand decision?

How has time been a factor in rebranding, and if so how?

6. Brand Equity

How much value or additional brand equity did Ornua achieve through the corporate rebranding?

7. Corporate Rebranded Identity

How did you maintain prior values of The Irish Dairy Board?

How and when did you promote the new Ornua corporate identity?

Did you use different methods in different locations and a universal marketing strategy?

8. Reputation Management

What methods did you adopt to manage the **reputation** of the firm during and after the rebrand?

What methods were successful and what were not?

What have you learned about managing reputation/reputation?

Did you consult external professionals to help with this?

9. Restructuring/Change management

The corporate rebrand involves a lot of changes. What other restructuring/change management was involved to reduce risk?

Did you encounter any resistance to change? If so, which stakeholders were involved and how was this managed?

QUESTIONS FOR JENS GLOECKNER (PART II)

1. Timing & Decision Making

How many persons/teams communicated with them from Ornua? Who had input into the final decision? Was the final say into the rebrand decision. you, or the board, or co-op owners? What stakeholders were consulted?

2. Process & Project Management

Was the project manager you spoke about previously an employee or was he outsourced? What department was he pulled from? Tell me more about the 97 operational steps?

3. Timing

Can you go a little bit more in-depth into the roll out plan you previously mentioned with regards the timing of the corporate rebrand?

How long more are you expecting the rebrand to take? What is left of the process as you said there was 'still a bit to go'?

4. Barriers to change – Accountability & Ownership

I previously asked you about challenges that you had to overcome in regards the CR. In your answer you said, within the accountability and ownership and externally the documentation mismatching. Could you elaborate a little more on accountability and ownership?

5. Increased business & Global markets

You mentioned that you now trade with over 110 countries. Is this the final number resulting from the rebranded identity? Was there an increase since starting the rebrand process?

Financially has the process led to increased profitability?

6. Rebranding on Reflection

Nearly a year into the corporate rebrand, is there anything you wish you had/had not done which would have made the process easier?

7. Advice to Industry

Given your rebranding experience with Ornuu, what advice would you give another firm considering or in the process of rebranding?

Thank respondent for their time.

Reassurance of anonymity and confidentiality.

Inform them of access to transcripts/findings and conclusions.

Interview Guide 3

Introduce Self ☐

Permission to record ☐

Purpose of Study ☐

Date: Time: Location:

Observations:

Questions for JEANNE KELLY

Can you tell me about the corporate rebrand from your perspective?

From a communications point of view, at what stage of the rebrand did you have an input and how much input did you have? Were you fully informed about everything and how involved were you in each step?

Name and Design

Tell me about the decision making process regarding the name, design and logo?

The agency you outsourced rebranding to, how long did it take from first consultation to final rebrand design. Did they understand the tight brief?

Process

Did you devise an internal and external communication strategy and time frame roll out? How did you insure a smooth transition and that everyone understood the message of what was going to happen? What happened within the company? Did you roll it out within the company?

Culture

Did the culture change because of the rebranding? Did employees change their ethics/ moral /values to match the new company identity? What did they change or not change? What methods did you adopt to manage the reputation of the firm during and after the rebrand?

Staff

How involved were the employees? Did the employees have suggestions and feel empowered? Did the staff need to go on a training course?

What the greatest challenge in the process of communicating the Ornua rebrand? Did you have prior experience of rebranding, what did you do differently and did you tell managers what advise managers, did it work?

Communication Plan

Was everything communicated across the board? Was it flat management or hierarchical or need to know basis? Who were prioritised in the communication?

Did you encounter any resistance to change and how was this managed?

Thank respondent for their time.

Reassurance of anonymity and confidentiality.

Inform them of access to transcripts/findings and conclusions.

Interview Guide 4

Introduce Self ☐

Permission to record ☐

Purpose of Study ☐

Date: Time: Location:

Observations:

Questions for DERMOT WALSH

1. Context of the Rebranding Process of M&D Bakery

What prompted the rebrand and how did the rebrand occur?
Who implemented the strategy? Were there any key stages?
What happened within the organisation around the change?
What were the limitations, benefits and challenges of the process?

2. Name and Design Combination

Tell me about the decision making process regarding the new name and logo?

How do the combination of brands work, i.e. the co-branding effort and is it still being used?
Is the current rebrand transient or complete? (formerly...)

3. Communications

Tell me about the communication strategy of the rebrand internally and externally for customers, employees and other stakeholders?
What are the differences for customers and employees?
How important was social media?

4. Reputation Management

What methods did you adopt to manage the reputation of the firm during and after the rebrand?

5. Restructuring/Change management

What other restructuring/change management was involved to reduce risk?
Did you encounter any resistance to change?
Who/ what was the greatest resistance? What stakeholders? How was this managed?

6. Corporate Rebranded Identity

How did you maintain prior values of M+D bakery and what new values did you wish to establish?

How and when did you promote the new corporate identity?

7. Rebranding on Reflection

Nearly a year into the corporate rebrand.....What are your reflections on the process?

Is there anything you wish you had/had not done which would have made the process easier?

What advice would you give another firm considering or in the process of rebranding?

Thank respondent for their time.

Reassurance of anonymity and confidentiality.

Inform them of access to transcripts/findings and conclusions.

Interview Guide 5

Introduce Self ☐

Permission to record ☐

Purpose of Study ☐

Date: Time: Location:

Observations:

Questions for STEPHEN VARD

*Tell CR in context. Focus on the rebranding process. Look at **rebrand in general & case study***

1. General Context of Rebranding.

How would you approach a rebrand?

How is it different from a branding to a rebranding?

How do you create a new position in the market and a new identity for the firm?

What is normally a difficulty you encounter when rebranding an organisation?

Are certain clients of organisations more challenging/difficult to rebrand? Why?

2. Context of the Rebranding Process of M&D Bakery.

What was the process of the rebrand that you followed and were there any key stages?

What was the brief you received from the client?

How long did it take and how many staff worked on it?

Was there much client contact/involvement throughout the process?

3. Name and Design Combination

Tell me about the decision making process regarding the new name, design and logo?

What considerations did you give to colour, style, and script?

4. Corporate Rebranded Identity

How did you position WB, by maintaining prior values and what new values did you wish to establish?

How important is the promotion of the new rebrand, and which stage is most important for this?

5. Rebranding on Reflection

What advice would you give another firm considering or in the process of rebranding?

Red Hat Mobile

1. Do you have any thoughts on the rebranding of RHM?

Thank respondent for their time.

Reassurance of anonymity and confidentiality.

Inform them of access to transcripts/findings and conclusions.

Appendix H: Ornuia Rebranded Touchpoints

Strong visual identity. Internal and External rebranded touchpoints



PowerPoint slide -rolling hills motif

Ornuia Co-operative Limited
Grattan House, Mount Street Lower
Dublin 2, Ireland

T: [+353 1 661 9599](tel:+35316619599)
F: [+353 1 661 2778](tel:+35316612778)
W: www.ornua.com

Ornuia
THE HOME OF IRISH DAIRY

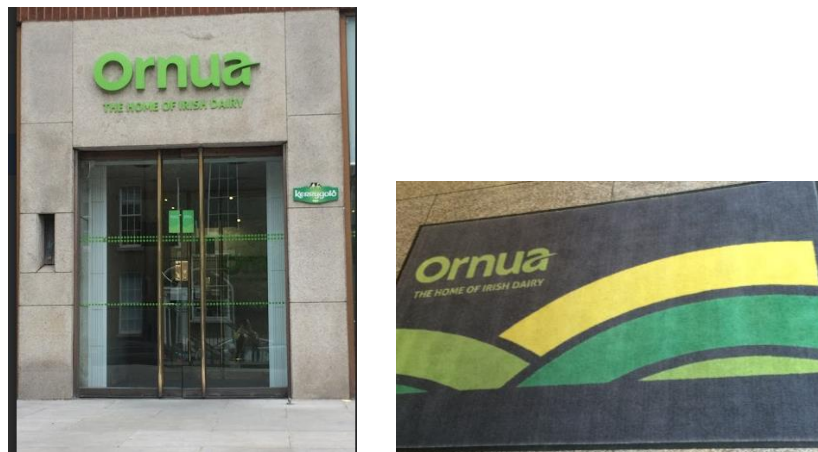
Kerrygold
Irish Dairy



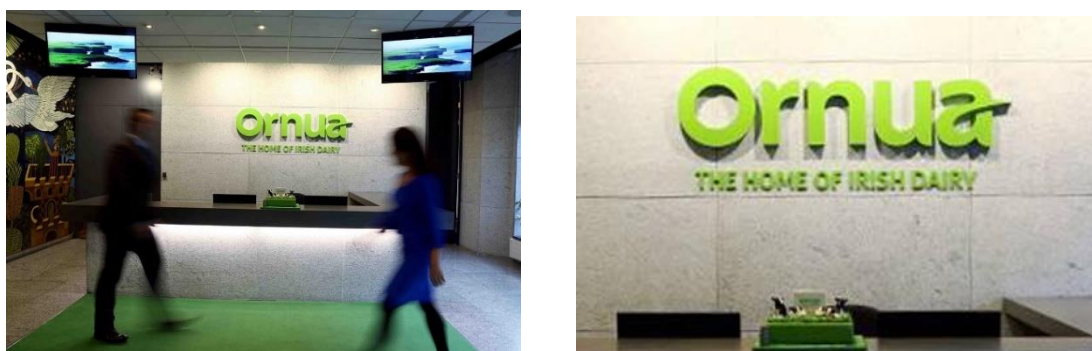
Email Signature cobranding with Kerrygold.



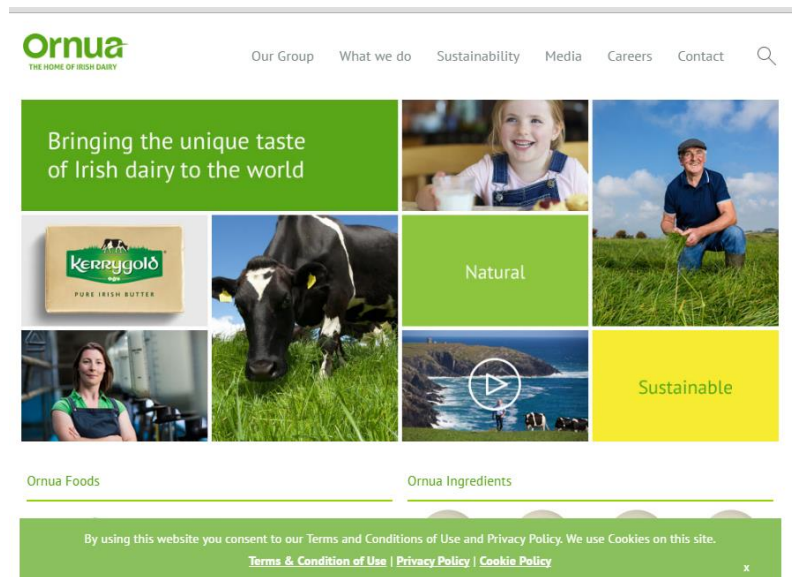
Business Cards rebranded with new name, logo, and design. The cobranded logo of Kerrygold is very visible on the card.



External Touchpoints- outside signage and door mat



Heavily branded Reception area



External touchpoint- New distinct website



Employee cups, pens and coats for off-site visitations. Employees can not only live the brand, they can ‘wear’, ‘drink’ and ‘write’ with it. Employees are willing to ‘live’ the corporate rebrand given its nature and the stakeholder buy-in from the onset. . This re-asserts the work of Stuart (2012).

Employees -Wearing the brand on visitations



Consistency of design on any background.

Appendix I: Excerpt of detailed Ornua timeline

1961 An Bord Bainne (a government agency) is founded in 1961. Logo is very basic.

1973- Changed to Co-op structure.

1984 Dairy milk quota regulations imposed by EEC are introduced.

1994 Irish Dairy Board Co-op Limited logo.

2010 Business Transformation Strategy implemented under Kevin Lane

31 September 2013 Jeanne Kelly & Fergal McGarry have initial conversation about identity

April 2014-October 2014 Begin Process of brand revision – research [JG -states 1.5-2 years later] [JK- states 18 months later]

Discovery Phase. Extensive research of company, analysis and interviews of multiple stakeholder groups.

Design Phase and Design with agent.

CEO buy-in was achieved. Consequently, a leaders meeting was held where, “28 hands were in favour” of the rebrand.

October 2014 6 months before ‘D-Day’ Project 97 operational steps. Change over commences.

15 September 2014 Board approval ‘a lot work ahead’.

Update Staff since approval is obtained.

January 2015 Working group formed.

13/14 February 2015 SGM called with shareholders

Working group start after SGM.

Few weeks beforehand- Internal company announcement to staff.

Internal department inform external stakeholders of the change. This is translucent warning strategy.

Started updating customers.

24 March 2015 Outlook training (one week before).

31 March 2015 Announcement, PR campaign. Celebratory day. Hijacking eve of milk quota abolition.

1 April 2015 Abolition Milk Quota.

Official communication to customers.

Digital web launch.

HQ, Eurolatam changed to Ornua day 1.

2 April 2015 Operational checklist checked and updated The trickle effect to other SBU's.

Germany transition follows.

Process management of Units transitioning.

15 April 2015 Full year results. Another celebratory food & drink day where all employees are rewarded.

29 April 2016 The remaining companies transitioned – The Cheese Warehouse & Meadow Cheese merge under Ornua.

1 April 2016 Adams Foods transitioned.

Presently- Ornua Foods and Ingredients fully rebranded.

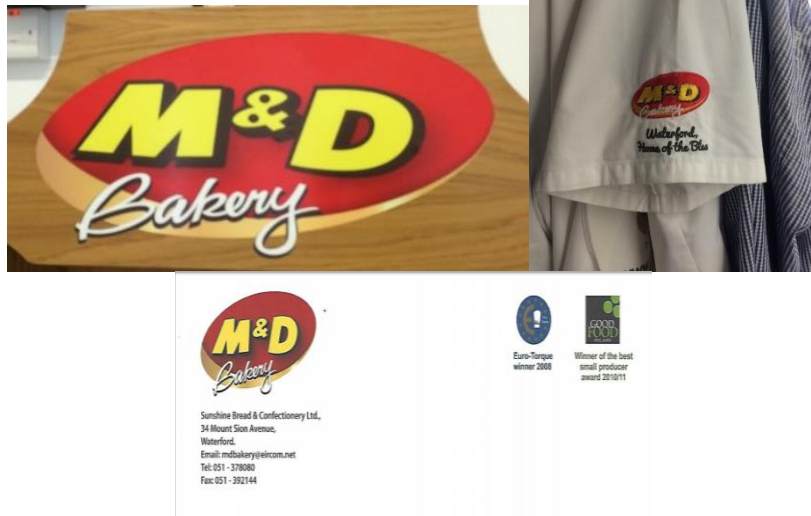
Appendix J: Former branding of Walsh’s Bakehouse- M&D Bakery



Compliment Slip with Original name and logo



Flier samples



Logo Design change – evolutionary

M+D Clothing

“Average- crude imagery did not tell the story of the bread [SV]”

Appendix K: Walsh’s Bakehouse Rebranded Touchpoints

Full rebrand throughout organisation



New Signage (a year later). The ‘trickle effect’ and breaking the project into smaller manageable pieces and is a similar strategy to Ornua. This differs from the BearingPoint example (see table 2.2 & 2.3) where all these changes were initiated simultaneously.



Rebranding packaging. Distinct 'W' visible from a distance.



Stationary -Compliment Slip



The multi-purpose label on the left illustrates a convenient and clever method of conserving money. This is a great example of an SME that wants to achieve cost- savings. It comprises of the branding and a blank area that can be printed over for the baked products. See diagram of the bread display below. However, this method is suited to the brand architecture of a branded house organisation.



Retail display in a Tesco's Supermarket is conveys a new, strong attractive presence.



The new representation at food events is more competitive and more suitable for co-branding for promoting products than former M&D branding. It has enhanced its visibility through effective, prominent graphics; the baked products with signage, baskets and table set formation. Also the black and white photography conveys the values of the company-heritage, superiority and exclusivity. Promoting product at events

Appendix L: Agency Concepts for new corporate name

M & D	Traditional Waterford Blaa
M & D Waterford	Authentic Waterford Blaa
Michael & Dermot	The Famous Waterford Blaa
Dermot and Mick's	Waterford Bakehouse
Mount Sion Bakery	Waterford Silk House
Mount Sion Bake House	House of Blaa
Waterford Bake House	School House Bakery
Original Waterford Blaa	Huguenot Bakery

Corporate Rebrand – Names generated. This was a manual process the above indicates the shortlisted names only. SV affirmed there were many more. Deciding on the name was the first step in the process

Appendix M: Agency Concepts for Blaa product rebrand



Product rebrand – The above illustrates the various design logos, typography and style of the PGI Blas product.

Appendix N: Corporate Designs at Concept Stage

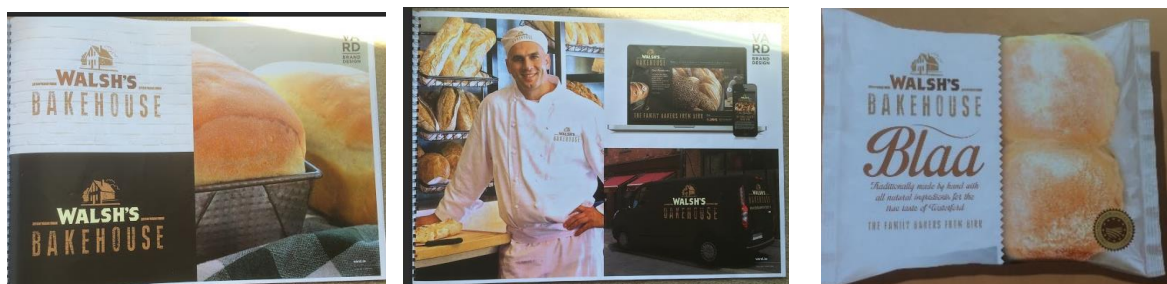
Concept 1



Concept 2



Concept 3



The agency developed three key visualisations for the company based on their key values and the brand meaning they wish to convey- rustic, natural, homemade, heritage, healthy. Concept two was chosen for its transferability, distinctiveness and presence on packaging.

Appendix O: New packaging concepts for product rebrand



The larger one was chosen, “distinct strong, white” and “simple is best [DW]”

Appendix P: Tailored packaging for different market segments

Competitor brand Hickeys is captured in picture 1 – which is similar to WB packaging for the regional market (picture 2). Third picture is for the national and export market.



Appendix Q: Impact on Stakeholders -Updating

The menus highlight the stakeholders' responsibility to update and also indicates their buy-in in doing so. The below evidence menu from prominent Tower Hotel, Waterford shows the corporation before and after rebrand. Transferability and presentation was a key factor in choosing names and packaging.

	
Early Bites	
Available from 10am -12.30pm	
Toast	€2.00
Choice of Fresh Sliced White or Brown or Soda Bread, Butter & Jam, Gluten Free Bread Available	
Muffins	€2.75
Chocolate or Blueberry with Fresh Cream & Fruit Coulis	
Homemade Fruit Scone	€2.75
Served with Fresh Cream & Fruit Jam	
M& Ds Freshly Baked Waterford Blaa	
With Bacon or Sausage	€4.95
With Bacon & Sausage	€5.95
Accompanied by Ballymaloe Relish	

Hotel Menu Before

EARLY BITES	
AVAILABLE FROM 10AM - 12.30PM	
Toast	€2.00
Choice of Fresh Sliced White or Brown or Soda Bread, Butter & Jam, Gluten Free Bread Available	
Muffins	€2.75
Chocolate or Blueberry with Fresh Cream & Fruit Coulis	
Homemade Fruit Scone	€2.75
Served with Fresh Cream & Fruit Jam	
Walsh's Bakehouse Freshly Baked Waterford Blaa	
With Bacon or Sausage	€4.95
With Bacon & Sausage	€5.95
Accompanied by Ballymaloe Relish	
Biscuits	€2.00
Selection of Cookies	
Tea/Coffee and Scone Combo	€4.25
Tea/Coffee and Muffin Combo	€4.25
Gluten Free Options Available	
Please Ask a Member of the Team for Alternatives	
Hot Beverages	
Tea	€2.25
Coffee	€2.25
Cappuccino	€2.25

Hotel Menu After

Appendix R: Annual Business Report 2015 Ornua

Excerpt 1 Annual Business Report 2015- Strategy

Our way matters...

When it comes to industry milestones, 2015 will prove to be an important year in the annals of both the Irish dairy industry and of the Society. On 1 April 2015, after more than 30 years of constraint, EU milk quotas were removed. With the abolition of quotas comes the unprecedented opportunity to maximise Ireland's potential as a leading global producer of high-quality and sustainable milk and dairy products, off a unique grass-based production system. In tandem with this, and on the eve of quota abolition, another important milestone for the Society was the agreement of shareholders to a new name, Ornuia – The Home of Irish Dairy. This new identity marks the culmination of a programme of transformation over five years to prepare the business for the new realities of a quota free market. The new corporate identity reflects our new vision and ambition for the future, while retaining a link to our dairy heritage and the Kerrygold brand.

Our core purpose is to bring quality Irish dairy products to markets around the world. We do this by sharing the story of Irish farming and explaining how Irish dairy products are produced sustainably from the milk of grass-fed cows. By building markets for dairy products, we aim to increase the value of Irish milk and deliver strong returns for Irish farmers.

Operating from 15 subsidiaries worldwide, Ornuia has sales and marketing teams working in-market across all four corners of the globe, from Algiers to Beijing to Lagos and LA. Headquartered in Dublin, Ornuia exports to over 110 countries with annualised sales of circa €2.5 billion. Our business is structured on two core platforms; Ornuia Foods and Ornuia Ingredients. Ornuia owns the iconic Kerrygold brand, as well as the Pilgrims Choice, Dubliner, Shannongold, Forto, Eureka! and BEO milk powder brands. We supply superior quality dairy ingredients to leading global food manufacturers from some of the world's most technically advanced manufacturing and prepacking facilities located in Africa, Ireland, Germany, Saudi Arabia, Spain, the UK and the US.

2015 marked a new chapter in Irish dairying with the abolition of EU milk quotas in April. Over the past number of years, our business has been preparing for the unique opportunities and challenges this new era will bring. With the implementation of a transformative strategy, focussed on the delivery of sustainable growth and enterprise, we launched a new corporate identity that reflects our vision and ambition for the future. On the 31 March 2015 we unveiled our new identity, Ornuia – The Home of Irish Dairy.

To build sustainable routes to market for Irish dairy products, safeguarding the future prosperity of Irish dairy farmers.

Vision

To become a leading global dairy organisation, rewarding our customers, consumers and shareholders by delivering value through:



Outstanding People



An International Market Presence



World Class Brands & Ingredients



Customised Innovation



Dairy Trading Expertise

Excerpt 2 Annual Business Report 2015 CEO – Kevin Lane

Strong Brand Performance

Ornua's brand portfolio continues to perform well. In 2015 Kerrygold retail sales reached a record c. €740 million. Our focus is on showcasing the premium nature of Irish dairy products and ensuring that our brands take a leading position in premium key markets. In 2015, we launched a number of new products across both our Foods and Ingredients divisions including a new foodservice brand called Palatina Taste Partners (Palatina) for the European, North American and the Middle Eastern markets.

In-Market Expansion

2015 saw further investment in emerging markets, including Africa, Middle East and China. To strengthen our foothold in Africa, Ornua Africa opened a new Kerrygold packing facility in Nigeria in a joint venture with Fareast Mercantile Company Limited. The facility will provide a new route to market for Irish powdered milk, which will be exported to Nigeria and then packed and marketed under the Kerrygold brand.

Routes to Market

2015 saw the advancement of our Chinese investment with the acquisition of the Shanghai-based, Ambrosia Dairy. This acquisition provides Ornua with a manufacturing base in China, one of the most important dairy growth markets.

In late 2015, we took the opportunity to sell a majority stake in DPI, our US distribution business. This yielded significant proceeds for the business,

some of which will be invested into opening new routes to market for Irish dairy. The balance will facilitate the payment of a cash bonus to members of €15 million in April 2016.

Operational Excellence

Our challenge in this new period of growth is to achieve the expansion we are targeting in an economically and environmentally sustainable manner.

Since 2010, continuous improvements in how we operate have delivered savings of over €10 million. Building on this initial success, Ornua has launched 'The Ornua Way', an operational excellence programme. The programme is built upon international best practice with the aim to nurture, facilitate and support self-sustaining operational excellence strategies throughout our global activities.


Investment in Our People

The success of our business depends greatly on a hardworking and committed team based both in Ireland and across the globe. We seek to provide opportunities for each member of our team to enable them to maximise their potential and develop a rewarding career. The investment in a performance management portal, Bloom, is already delivering tangible benefits in terms of improving the performance of our teams and our understanding of their training needs and career goals.

Building for the Future

The unveiling of the new Ornua identity on the eve of EU milk quota removal marked the next step in our growth as a global dairy business. Trading in over 110 countries, the new Ornua identity has been received positively by audiences around the world. I would like to acknowledge the tremendous effort made by all of our staff to bring our new identity to life and introducing it to our suppliers, customers, consumers and wider stakeholder groups.

I would like to thank our Chairman, Aaron Forde and our Board of Directors for their excellent ongoing support. I would like to extend my sincere appreciation to my Executive team for their continued hard work, commitment and loyalty. I would also like to acknowledge the incredible work of our dedicated staff. Finally, thanks are due to our members and to the farmers we represent. Ornua is owned by Ireland's dairy farmers and we look forward to continuing to deliver for them.



Kevin Lane
Chief Executive Officer

**Before exceptional items*

Investing in Future Growth

Ornua has, over the last five years, delivered a Business Transformation Strategy which has prepared our business for the expansion in Irish dairy output. We have invested in new facilities, upgraded existing factories, acquired new businesses, invested heavily in our research and development capability, invested in new staff, upskilled existing teams and enhanced our management structure. The outcome is a leaner, more agile business with a stronger foothold in many more global markets.

Appendix S: Nvivo Evidence of Analysis

Nvivo Evidence 1 Nodes aggregated

Dissertation - CR.mvp - NVivo

Look for: Search In: Nodes Find Now Clear Advanced Find

Name	Sources	References	Created On	Created By	Modified On	Modified By
Branding	3	15	14/07/2016 20:39	EF	21/07/2016 18:11	EF
Drivers	0	0	18/07/2016 17:15	EF	21/07/2016 18:11	EF
Environmental factors	0	0	22/07/2016 10:39	EF	22/07/2016 10:39	EF
Level 1	0	0	15/07/2016 14:56	EF	21/07/2016 18:11	EF
New identity	5	33	13/07/2016 10:28	EF	21/07/2016 18:11	EF
Outcome	1	1	15/07/2016 22:08	EF	21/07/2016 18:11	EF
Profile and timing	0	0	19/07/2016 16:47	EF	21/07/2016 18:11	EF
Rebranding Process	4	14	18/07/2016 17:50	EF	21/07/2016 18:11	EF
Restructuring	0	0	18/07/2016 19:34	EF	21/07/2016 18:11	EF
STAKEHOLDERS	0	0	18/07/2016 17:53	EF	21/07/2016 18:11	EF
Triggers	6	47	18/07/2016 16:57	EF	26/07/2016 22:31	EF

The technical process in Nvivo an example of nodes created. All nodes are in their hierarchies

Nvivo Evidence 2 Nodes of Enablers and barriers

Dissertation - CR.mvp - NVivo

Look for: Search In: Nodes Find Now Clear Advanced Find

Name	Sources	References	Created On	Created By	Modified On	Modified By
Barrier	1	2	13/07/2016 16:33	EF	21/07/2016 18:11	EF
Audit trail risk	1	1	17/07/2016 12:29	EF	17/07/2016 12:29	EF
Commercial risk	2	2	16/07/2016 23:04	EF	17/07/2016 15:17	EF
Constraints of PLC	1	2	15/07/2016 22:47	EF	15/07/2016 22:51	EF
Corporate fraud	2	3	17/07/2016 12:29	EF	17/07/2016 12:29	EF
Costly	3	7	13/07/2016 11:02	EF	20/07/2016 19:00	EF
Difficulties encountered during process	3	13	13/07/2016 12:09	EF	20/07/2016 19:48	EF
Employee impact & Potential job loss	1	4	16/07/2016 15:58	EF	19/07/2016 21:19	EF
Integration challenges	1	5	16/07/2016 14:43	EF	16/07/2016 15:06	EF
Loyalty & reputational risk	2	3	17/07/2016 15:24	EF	20/07/2016 21:20	EF
Mismatch risk	3	11	14/07/2016 17:08	EF	17/07/2016 13:00	EF
Non payment risk	2	5	16/07/2016 22:18	EF	17/07/2016 12:37	EF
Open source risk	1	2	15/07/2016 21:17	EF	15/07/2016 23:39	EF
Operational complexity	1	1	16/07/2016 23:03	EF	18/07/2016 22:40	EF
Ownership & accountability	3	7	16/07/2016 22:55	EF	17/07/2016 21:41	EF
Payment processing risk	1	4	15/07/2016 23:48	EF	15/07/2016 23:54	EF
Secrecy	2	5	15/07/2016 20:04	EF	20/07/2016 19:03	EF
System risk	1	1	17/07/2016 12:36	EF	17/07/2016 12:36	EF
ENABLER	0	0	18/07/2016 18:08	EF	21/07/2016 18:11	EF
Access to Skilled staff	2	3	15/07/2016 22:02	EF	17/07/2016 20:34	EF
Agency Outsourced	4	13	13/07/2016 10:26	EF	18/07/2016 22:40	EF
Business transformation strategy	1	4	17/07/2016 19:25	EF	17/07/2016 21:49	EF
Economies of scales	3	3	13/07/2016 11:34	EF	16/07/2016 15:05	EF
Free flow to EU	1	1	16/07/2016 23:01	EF	16/07/2016 23:01	EF
Grant	1	1	14/07/2016 18:25	EF	14/07/2016 18:25	EF
Leadership	3	8	14/07/2016 20:58	EF	19/07/2016 21:14	EF
Level 1	0	0	15/07/2016 14:56	EF	21/07/2016 18:11	EF
New identity	5	33	13/07/2016 10:28	EF	21/07/2016 18:11	EF

The extract above denotes the enablers and barriers nodes of parent environmental factors nodes.

Nvivo Evidence 3 Node Summary Report for Stakeholders

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded	Duration Coded
-------------	-------------------	-----------------------------	-----------------------	----------------------------	----------------

Nickname: Nodes\\STAKEHOLDERS\\Industry stakeholders\\Distributers

Classification:

Aggregated: No

Document	2	7	140	7
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Nickname: Nodes\\STAKEHOLDERS\\Industry stakeholders\\Retail Customers

Classification:

Aggregated: No

Document	2	3	70	3
----------	---	---	----	---

Nickname: Nodes\\STAKEHOLDERS\\Industry stakeholders\\Suppliers

Classification:

Aggregated: No

Document	5	7	93	7
----------	---	---	----	---

Nickname: Nodes\\STAKEHOLDERS\\Industry stakeholders\\Trade Consumers

Classification:

Aggregated: No

Document	2	2	39	2
----------	---	---	----	---

Nickname: Nodes\\STAKEHOLDERS\\The Board

Classification:

Aggregated: No

Document	1	3	84	3
----------	---	---	----	---

Nvivo Evidence 4 Node Summary Report for Triggers

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded	Duration Coded
-------------	-------------------	-----------------------------	-----------------------	----------------------------	----------------

Nickname: Nodes\\Triggers

Classification:

Aggregated: Yes

Document	6	47	1,063	47
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Nickname: Nodes\\Triggers\\Abolition of milk quotas

Classification:

Aggregated: No

Document	2	3	109	3
----------	---	---	-----	---

Nickname: Nodes\\Triggers\\Acquisition

Classification:

Aggregated: No

Document	1	1	1	1
----------	---	---	---	---

Nickname: Nodes\\Triggers\\Competitive arena

Classification:

Aggregated: No

Document	2	2	46	2
----------	---	---	----	---

Nickname: Nodes\\Triggers\\Fit for new environment

Classification:

Aggregated: No

Document	1	3	42	3
----------	---	---	----	---

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded	Duration Coded
Nickname: Nodes\\Rebranding Process\\Implementation\\Mini group					
Classification:					
Aggregated: No					
Document	1	1	8	1	
Nickname: Nodes\\Rebranding Process\\Implementation\\Steering committee					
Classification:					
Aggregated: No					
Document	1	1	6	1	
Nickname: Nodes\\Rebranding Process\\Implementation\\Taskforce					
Classification:					
Aggregated: No					
Document	3	9	334	9	
Nickname: Nodes\\Rebranding Process\\Implementation\\Various meetings					
Classification:					
Aggregated: No					
Document	1	1	6	1	
Nickname: Nodes\\Rebranding Process\\Preparation					
Classification:					
Aggregated: No					
Document	1	1	19	1	

Nvivo Evidence 6 Node Summary Report for Barriers

21/08/2016 21:51

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded	Duration Coded
-------------	-------------------	-----------------------------	-----------------------	----------------------------	----------------

Nickname: Nodes\\Environmental factors\\Barrier\\Audit trail risk

Classification:

Aggregated: No

Document	1	1	2	1	
----------	---	---	---	---	--

Nickname: Nodes\\Environmental factors\\Barrier\\Commercial risk

Classification:

Aggregated: No

Document	2	2	71	2	
----------	---	---	----	---	--

Nickname: Nodes\\Environmental factors\\Barrier\\Constraints of PLC

Classification:

Aggregated: No

Document	1	2	91	2	
----------	---	---	----	---	--

Nickname: Nodes\\Environmental factors\\Barrier\\Corporate fraud

Classification:

Aggregated: No

Document	2	3	135	3	
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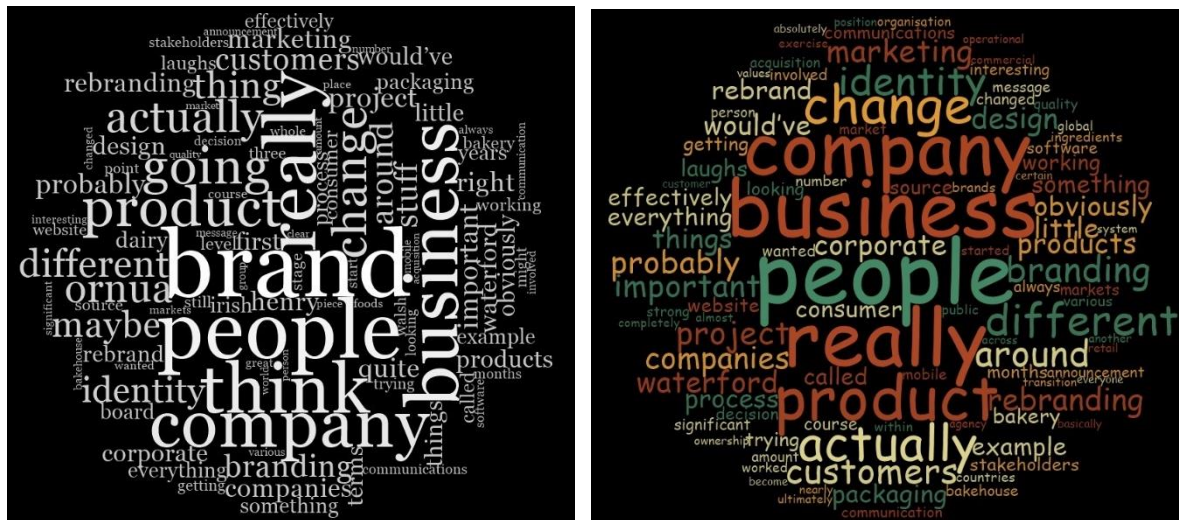
Nickname: Nodes\\Environmental factors\\Barrier\\Costly

Classification:

Aggregated: No

Document	3	7	162	7	
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Nvivo Evidence 7 Word Clouds



Nvivo Word Cloud Depicts the top five and six words used across all three case company transcripts.

Nvivo Evidence 8 Important Memo Extracts of Analysis

1. Research Design Memo Extract

23/06/2016 13:59

This dissertation design is based on the Braun and Clark Framework (2006). Phases will illustrate the three stages of analysis to where the theme developed. Each phase will clearly indicate the steps taken, the order in which they were done. This enables correction of any potential errors by having a duplicate node. i.e. relationship/merging nodes, deleting nodes.

Phase one involved reading and re-reading interviews and generating initial codes and ideas. Nvivo was used to automatically code the questions as themes.

Phase two referred to the initial codes and collating codes into themes. When the themes were consolidated, the related nodes were grouped together. The transcripts were re-read to refine themes, identify additional themes from the literature and confirm themes identified.

Level one node is where all nodes are created from transcripts. No hierarchy, relationships or linkages have been created.

0707/2016 12:35

The design has moved between manual and technical analysis.

2. Research Progress Memo Extract

3/07/2016 14:50

There have been 204 nodes coded to date. Over-coding leads to micro analysis which is not necessary given the approach of the study. I have begun to merge nodes into triggers, enablers, barriers, profile, timing, process outcome, stakeholders. Thus reducing the number of nodes Quite a number of great grandparent nodes are present. I have decided to restart as the process as it has become too ambiguous and complicated with excessive codes. From this point research point, the process will proceed as manual analysis, consisting of coloured card and wall charts and diagrams.

GLOSSARY

Open-source definition- The term "open source" refers to something that can be modified because its design is publicly accessible. While it originated in the context of computer software development, today the term "open source" designates a set of values—what we call the open source way. Open source projects, products, or initiatives are those that embrace and celebrate open exchange, collaborative participation, rapid prototyping, transparency, meritocracy, and community development (Source: Red Hat, 2016).

Blaa- A blaa is a doughy, white bread bun (roll) speciality; particularly associated with Waterford, Ireland. (Source: Walsh's Bakehouse, 2016).