A CRITICAL EVALUATION OF CORPORATE REBRANDING EXERCISE
A CASE STUDY OF THE TELECEL ZIMBABWE (2012-2013)

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DECLARATION

I, MUNYORO WELLINGTON, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

…………………………………….    …………………………..
Student Signature      Date

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Supervisor Signature      Date
ACKNOWLEDGEMENTS

Firstly I would like to thank God for seeing me through my Masters in Business Administration studies at the University of Zimbabwe. I am thankful for the support from family and friends who were patient and assisted me as I undertook the MBA program.

A special acknowledgement goes to my parents who gave me good foundation with which to meet life and who instilled qualities of self-respect, persistence and independence. My tremendous and deep thanks also go to my partner who has been patient, supportive and unwaveringly believing in me without complaining despite spending long hours alone.

My gratitude also extends to Dr Maravanyika for his constant encouragement and support in putting this dissertation together. I am grateful for the great influence, guidance; inspiration and kindness he afforded me throughout the journey of making this dream come true.

I would like to give special thanks to all respondents for participating in the interviews and giving me the opportunity to carry out this research at the institution, I could have not succeeded without their invaluable support. My gratitude also extends to the Graduate School of Management lecturers for their insight and careful, thoughtful explanations making it easy for me to understand and gain wisdom over the past two years.
ABSTRACT

The purpose of this dissertation was to discover and draw conclusions on the effectiveness of the rebranding exercise of Telecel Zimbabwe. The general conclusion from literature is that the successful implementation of a rebranding strategy in organisation needs to consider factors such as good network services, good reception, reasonable prices and good coverage. Literature also highlighted that an organization need to establish key stakeholders, both external and internal, use external help to support change and to monitor and evaluate progress, include staff in the development process, to ensure commitment to the change, equip and prepare people properly and monitor and evaluate at all stages. However, the main objective of this dissertation was to critically evaluate rebranding strategy in Zimbabwe.

Findings and conclusions of this research is aimed to be used for future purposes by other organisations in Zimbabwe and other students in future. It was based on a case study of Telecel Zimbabwe between 2012 and 2013.

Face to face interviews were used to collect data from senior management. These senior managers were: The Managing Director, Executive Director, Marketing Director and the Supervisor and customers which were divided into corporate, retail and individual customers. Unstructured questions were used for gathering in-depth data from all the respondents. Data gathered was analysed by content analysis and tables.

The study concludes that inorder to identify the key drivers in a successful rebranding exercise it is important to define a brand. The key drivers of the rebranding exercise were concluded to be network coverage, accessibility to internet and carrying out functions like mobile money transfer and network roaming.
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CHAPTER ONE
INTRODUCTION

1.0 INTRODUCTION

This research seeks to assess the effectiveness of corporate rebranding of Telecel for the period 2012-2013. The chapter is made up of the background of the study, statement of the problem, purpose of the study, objectives, research questions, scope of the study, limitations of the study, theoretical framework, and definition of terms and organisation of the whole study.

Muzellec and Lambkin (2006: 805) describe rebranding as “the creation of a new name, term, symbol, design or a combination of both for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors”.

Rebranding can offer firms many advantages which include increased sales volumes, lower cost of sales, lower cost of promotion and higher market share, from external direction, clear branding strategy provides an effective way of managing marketplace perception; from the internal direction, it motivates internal stakeholders to align their efforts behind a common set of goals (Basu, 2006).

Balmer (2001b cited in Balmer and Gray, 2003:974) states “corporate brands have a utility in several regards: they communicate the brand’s values and they afford a means of differentiation from their competitors.

Literature on rebranding studies have been conducted in other parts of the world for companies such as Kellogg’s in 2000, KFC in 2008, Citroen in 2009. There is, however, limited rebranding literature on Zimbabwe. The main objective of this research is to cover a research gap by evaluating the effectiveness of corporate rebranding through a case study of Telecel Zimbabwe over the period 2012 to 2013.
1.1 BACKGROUND TO THE STUDY

Corporate rebranding in Zimbabwe

Rebranding and name changing is not a new business concept. It is used to give new perception of the entity to its stakeholders. “Football teams are known to introduce a new kit design at least once every season to show the determination they have to win the league”. According to Harrison, (1995); “Companies have used it worldwide and sometimes as a last card to breathe life in a damaged brand. Federal Express changed its brand name to Fedex Corp and Research in Motion also rebranded to BlackBery. TN Bank is in the process of rebranding to Steward Bank whilst others simply changed their logos”. Other international example which has changed their logos are Havard University and Nivea. There some companies which has changed their names slightly for example Apple and Ford. In the process of rebranding Telecel Zimbabwe changed its corporate colours to red.

1.1.1 Industry Analysis

The telecommunication industry has various licence categories that companies purchase and pursue their business ventures in line with their capabilities, financial strength, the availability of frequencies and spectrum and the price of the spectrum. The current categories and licence holders therein are listed below:

Table 1.1: Telecommunication Industry Players

<table>
<thead>
<tr>
<th>GSM Mobile Operators</th>
<th>Fixed Voice Operators</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Econet Wireless</td>
<td>• TelOne</td>
</tr>
<tr>
<td>• NetOne</td>
<td>• Teleaccess</td>
</tr>
<tr>
<td>• Telecel</td>
<td></td>
</tr>
<tr>
<td>• TelOne</td>
<td></td>
</tr>
</tbody>
</table>
The number of new players in the industry is indicative of the growth in this sector. The industry structure in Zimbabwe has three (3) Mobile Voice Operators, 16 Internet Access Providers and two (2) companies licenced to do fixed voice (POTRAZ Newsletter, November 2010). As at December 2010 Zimbabwe had connected to three Undersea Cable routes namely: Seacom Mozambique through Africom, Botswana through Powertel and Sat 3 through Liquid telecommunications. In 2011 Telone also connected to the Essay cable through Mozambique (ZNCC Business News, March 2012).

The speed of change in this industry is immense as we witness the effects of Facebook and Google and also the changes in hardware pieces such as the sizes for computers,
laptops and mobile handsets. Some companies can actually close if they are not structured to compete as we have also seen certain industries being overtaken by technology such as our own Zimpost. Kodak the photograph company also suffered a serious attack as a result of new changes and innovations and their failure to adjust to these changes (Ernst & Young Business Risk Report-Telecommunications, 2009).

Political

The political situation is marked by a quasi-stable environment brought about by Government of National Unity. Efforts to have the Zimbabwe Democracy and Economic Recovery Act withdrawn have been unsuccessful.

The Indigenization Act has remained thorny issue in some sectors of the economy. All this affects the flow of capital into the country, growth is slow and the speculative attitude limits the companies from spending on capital projects which directly impacts our business. The restructuring of businesses due to indigenization entails a hold on most projects that we would have budgeted for in our revenues.

Economic

The relative stable political environment has enabled the economy to grow by 4.7% in 2009 and 8.1% in the 2010. It is expected to grow by an average of 7% per annum over the next five years according to the Mid-Term Economic Plan announced in July 2011. Prices have largely stabilized and the annual inflation averaged 3.1% in 2010 and compares favourably to regional averages of around 8-15%. Industrial capacity utilization levels increased on average from 32.3% in 2009 to 43.7% by end-2010. Lending interest rates declined from as high as 60% per annum (5%/month) to ranges of 15-25% per annum.

Technological

The Zimbabwe information and computer technology (ICT) industry is growing and moving in line with global trends. The tele-density penetration rates are among the
highest in Africa. Data and voice technology service rates are declining due to competition among numerous suppliers who are largely indigenous. Facilities such as e-banking, surfing on the internet and communicating through Facebook, Twitter and Skype have become a common feature using mobile cellphone handsets.

The use of technology is growing for both businesses and consumers. Services such as internet and voice are becoming an absolute must for business to compete and make decisions on time. The cycles for changing technology and new services are becoming shorter thereby demanding continuous investment into the business. With that background our industry is growing and demand for our products is also growing. The industry is becoming hyper competitive with so many new entrants coming into the industry, the old telecommunications companies fortifying their networks to compete with the new comers. Differentiation is becoming important for this market.

**Legislative**

POTRAZ has remained as the Regulatory Authority but with lack of clarity in terms of which Ministry they report to between Ministry of Transport and Telecommunication and Ministry of ICT. The handling of issues is also fragmented and prolonged. The existence of conflicting policies affects the desired performance of the sector.

**Social**

Whilst the economy has stabilized, the decade long economic decline had left the government incapacitated to undertake social responsibilities. Vulnerable social groups like the elderly, the handicapped and the unemployed do not enjoy any social grants. Government institutions such as hospitals and schools are still under-funded and unable to delivery services to desired levels. Similarly, local government municipalities and state enterprises like Zimbabwe Electricity Supply Authority are failing to delivery basic but essential services such as consistent supply of clean water and electricity for both domestic and industrial use.

**Environmental**
In line with the Millennium Development Goals (MDGs) and SADC protocols the country is putting measures to ensure a clean environment. For instances, measures have been put in place to limit the use of unrecyclable plastic materials and the limiting of the importation of motors vehicles that could cause air pollution.

1.1.2 Telecel Background

Telecel Zimbabwe Pvt. Ltd. is a telecommunication company that operates a mobile network in “Zimbabwe. According to the company’s website.. “The company provides various services, such as money transfer, pay phone, short message service, call forwarding, call barring, call holding, call waiting, mobile data and fax services, conferencing, voicemail, international roaming service, and information briefs, including news items, business and financial briefs, sports news, and lotto results. The company started operating in 1998 in Zimbabwe”.

Experience in rebranding

The Telecel brand had passed maturity stage and was heading towards decline stage with the blue and yellow logo colours hence engaging the rebranding exercise.

Telecel Zimbabwe is an ISO 9001:2000 certified company. In line with the certification, it is implementing the system in its entity to ensure more quality and continual improvement in service delivery. In February 2012, as a way to achieve this Telecel officially launched its rebranded image, changing its corporate colours from blue and yellow to red and white It has also simplified its logo with a smaller letter ‘t’ in a circle which signifies simplicity and clarity in all communications and product offerings.

The rebranding campaign has been honoured with a number of awards for excellence in customer service which includes winners of the MAZ’s Marketing Excellence Awards in Victoria Falls in 2012. In October 2013 it was also honoured with its Exceptional Product of the Year award through its product “Telecel Red”.
1.2 STATEMENT OF THE PROBLEM

Literature indicates that corporate rebranding has a higher success rate than rebranding done at individual products since it creates a favorable brand reputation. It also indicates that corporate rebranding has its own key drivers; expectations of stakeholders in a rebranding exercise; effectiveness of leadership skills needed for rebranding and also pitfalls of the rebranding exercise.

Literature indicates that corporate rebranding has its own benefits which include: act as a means of differentiation from competitors enhances esteem and loyalty from stakeholder groups, leveraging the corporate brand across products and markets make brand management easier and more effective, can be translated internally to employees by supporting from the mission, goals, values, and culture of organization, corporate brand provides the ultimate branded house and captures all the efficiencies of depending on a single brand.

Telecel Zimbabwe embarked on a rebranding exercise which includes changing its corporate colours and simplified its logo. Telecel Zimbabwe went on immediately to come up with new products and services, introducing its unique emergency airtime credit while the rebranding was still taking place and following this up with other new products and services, such as Teletunes, which permits customers to replace the ringing tone that callers hear with a tune of their choice.

However the study would like to assess whether Telecel Zimbabwe carried out its rebranding in line with literature, and if it exhibits the impact of an effective rebranding exercise. The research problem is therefore to evaluate effectiveness of rebranding of Telecel Zimbabwe with a view of making recommendations in line with findings.

1.3 RESEARCH OBJECTIVES

The objectives of the study are;
1. To assess the key drivers in successful rebranding exercise at Telecel
2. To investigate the expectations of Telecel stakeholders in rebranding exercise
3. To establish the strategic leadership skills needed for the rebranding strategy
4. To assess the pitfalls of Telecel in the rebranding exercise
5. To recommend the best way multi-rebranding will improve competitiveness of Telecel Zimbabwe

1.4 RESEARCH QUESTIONS
The research questions are as follows;
1. What are the key drivers in a successful rebranding exercise?
2. What are the stakeholders’ expectations in a rebranding exercise?
3. How effective are the strategic leadership skills in Telecel needed for the re-branding exercise?
4. What are the Telecel pitfalls in their re-branding exercise?

1.5 RESEARCH PROPOSITION
The rebranding strategy fails to achieve its desired results at Telecel because of lack of extensive research and lack of adequate allocation of time and resources.

1.6 RESEARCH HYPOTHESIS
This study proposes that corporate rebranding exercise at Telecel Zimbabwe positively impacted on its stakeholders.

1.7 SCOPE OF THE STUDY
This study is going to evaluate the effectiveness corporate rebranding; a case study of Telecel Zimbabwe. The researcher is going to target to collect data from staff members and management of Telecel Zimbabwe, and customers of this organization.

1.8 JUSTIFICATION OF THE STUDY
The main objective of rebranding is to revive an existing brand and derive more benefits out of the whole exercise but in some cases the results were generally mixed. The best desirable rebranding exercise is the one that will more appreciated by its stakeholders and it will seek to minimize costs and maximize benefits.
Determining the effectiveness of corporate rebranding on organisational performance is therefore essential when deciding the strategy to undertake in the current business environment. Harris and Pelletier (1998) argue that effective organisations are measured by the success of their strategic decisions. According to Harrison (1995); “a successful strategic decision is the one that results in the attainment of the objective that gave rise to the decision within the constraints that had to be observed to bring about such attainment”.

Telecel will benefit from the findings of this study through better understanding of the benefits derived by the rebranding exercise.

**Academic**

There has been literature gap on corporate rebranding of cases of organisation operating in Africa. This study therefore seeks to review literature of corporate rebranding in the Telecommunication Industry and survey the Zimbabwean scenario to add to the database. This study therefore will benefit the academic community.

**Student**

This study will benefit the country as it will contribute to the general understanding of the subject area from Zimbabwean and parastatal perspectives. It will equip the researcher, an employee of Telecel Zimbabwe, with the relevant knowledge of corporate rebranding in the field of strategic management. The Telecel Zimbabwe board will also benefit from the results of this study through better understanding and application of the corporate rebranding strategy.

**1.9 STRUCTURE OF THE RESEARCH STUDY**

The research study is divided into 5 chapters which are outlined below:

**Chapter 1: Introduction**
It encompasses the introduction of the research and goes further to explain the background information of Telecel, statement of the problem at hand, its objectives, questions, proposition, justification and scope of the research study.

Chapter 2: Literature Review

In this chapter the Researcher reviews the relevant theoretical and empirical literature on re-branding. The primary source is published literature and other research papers and case studies on the topics of branding and re-branding and the effect on the performance of an organisation.

Chapter 3: Research Methodology

This chapter explains the research methodology the researcher used in the whole study. It describes methods used to carry out the research and this includes the approach, instruments used how data was processed and analysed.

Chapter 4: Research Findings and Analysis

This chapter is for the research results and discussion. It presents the results of the findings which are then discussed by the Researcher.

Chapter 5: Recommendations and Conclusions

In this last but vital chapter the researcher gives the conclusion of the findings and proposed recommendations of the study, as well as the areas of further research.

1.10 CHAPTER SUMMARY

This chapter has provided the background of the study and the problem statement. The research objectives, the research questions, the research proposition, the scope, justification of the study and the dissertation outline were also provided. The next chapter outlines the literature review of the research.
CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

In this chapter, the researcher started by giving a definition of re-branding, theories around it and some case studies to support findings from literature review. The literature was structured in such a way that objectives of the study were achieved. The researcher also provided some literature critiques, literature gaps and justifications of the preferred models.

According to research findings by Saunders et al (2007: 122), literature review is described as the foundation for the research that is being carried out. It also states that the aim of the research is to help the researcher with a deep understanding of the subject by clarifying the research questions further. Rowley and Slack (2004), further state that “a literature review needs to draw on and evaluate a range of different types of sources including academic and professional journals articles, books and web-based resources”.

2.1 BRAND DEFINITION

Kotler (2002) defines a brand as a name, term, sign, symbol or design, or a combination of these entire intended to define the goods or services or one seller or group of sellers and to differentiate them from those of competitors. A traditional definition of a brand was: “the name, associated with one or more items in the product line that is used to identify the source of character of the item” (Kotler 2000, p. 396).

Kapferer (1997) mentioned that “the brand is a sign -therefore external- whose function is to disclose the hidden qualities of the product which are inaccessible to contact” (p. 28). The main purpose of a brand is to identify a product and to differentiate it from the competition. “The challenge today is to create a strong and distinctive image” (Kohli and Thakor 1997, p. 208). According to Recklies (2000) states that “literature gives several
definitions of the term brand and the common denominator is that; a brand is more than just a combination of a name, a design, a symbol or other features that differentiate a good or bad service from others”.

2.2 CORPORATE REBRANDING

The world is moving so fast and changes are taking place on a split of a second hence organisations need to adapt to these changes. As a result rebranding has become a prerequisite. Hence it is the nature of today’s markets to change corporate names.

Whist there is growing interest in the topic of corporate branding; there is still some ambiguity about the definition of this phenomenon in branding literature. Shultz and de Chernatony (2002) have defined corporate branding as a “pan-organization activity” that can be summarized as being holistic, strategic and relational. A central advantage of corporate branding is its ability to assist companies to coordinate their value-adding activities (de Chernatony, 2002). Development of micro models of brand management that enables aligning multiple identities and images of various stakeholders is becoming one of the major concerns for organizations engaging in corporate branding (Knox and Bickerton, 2003). The proponents of micro modelling, Hatch and Schultz (2001; 2003) argue that corporate branding should be underpinned by ongoing aligning of managerial vision and employee and customer perceptions about the corporate brand. de Chernatony (1999) states that the process of narrowing the gaps between internal and external stakeholders in corporate branding leads to better brand performance.

Literature also consider the usefulness of a brand in an organization, though there is not much written on how to manage a change in its name. According to Hankinson et al (1993) “there is a recommended four-stage process for building corporate identity and Table 2.1 summarises their approach”.
According to Hankinson et al (1993); “a four stage approach is a useful background for the current study, which seeks to understand the process which firms actually undergo in changing their brand name”.

**Four Stages of Building Corporate Identity by Hankinson et al (1993)**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Recommendations</td>
<td>Identity, design, communications and behaviour audits</td>
</tr>
<tr>
<td></td>
<td>Conducted</td>
</tr>
<tr>
<td></td>
<td>Perceptions of the brand, its business and its behavior established</td>
</tr>
<tr>
<td></td>
<td>Nature and extent of communications articulated</td>
</tr>
<tr>
<td>Creation of a new identity</td>
<td>Consulting agency fulfils a brief for a new ‘visual’ identity</td>
</tr>
<tr>
<td></td>
<td>Development of communications strategy to introduce identity and change behavior</td>
</tr>
<tr>
<td>Developing the detail</td>
<td>Development of credible, distinctive and coherent identity</td>
</tr>
<tr>
<td></td>
<td>Consistent approach to communications throughout the organisation developed</td>
</tr>
<tr>
<td>Launch and implementation</td>
<td>Choices made about scale and timing of change</td>
</tr>
<tr>
<td></td>
<td>Training of staff</td>
</tr>
</tbody>
</table>

According to Berry and Parasuraman (1991), branding for services is different from branding for tangible products because it is the company that is the primary brand. According to the English language the prefix “re” is used to form verbs “denoting action…done over, often with the implication that the outcome of the original action was in some way impermanent or inadequate” Random House (2005) and Webster’s College Dictionary.
According to Muzellec, (2006); “corporate rebranding literature is not yet rich enough to provide a conceptual foundation for the pitfalls that executives are likely to face in corporate rebranding”. According to Berry (1999), branding plays a special role in services companies because a strong brand increases customers’ trust of the invisible purchases.

<table>
<thead>
<tr>
<th>Issue Area</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trigger</td>
<td>Access stakeholder needs and perceptions</td>
</tr>
<tr>
<td></td>
<td>Recognise the need for change</td>
</tr>
<tr>
<td></td>
<td>Identify any boundaries formulated by the decision making process</td>
</tr>
<tr>
<td></td>
<td>Process</td>
</tr>
<tr>
<td>New Brand Development</td>
<td>How do auditors perceive the current brand</td>
</tr>
<tr>
<td></td>
<td>Creation of the mission and values through discussion</td>
</tr>
<tr>
<td></td>
<td>Select a name, through appropriate consultation</td>
</tr>
<tr>
<td></td>
<td>Develop the look and communications systems</td>
</tr>
<tr>
<td></td>
<td>Involve, train and develop staff appropriately</td>
</tr>
<tr>
<td>Project Management</td>
<td>Identify the size and complexity of project</td>
</tr>
<tr>
<td></td>
<td>Evaluate capacity in terms of volume and specialist skills</td>
</tr>
<tr>
<td></td>
<td>Allow plenty of time; plan for contingencies</td>
</tr>
<tr>
<td></td>
<td>Integrate implementation into decision making process</td>
</tr>
<tr>
<td>Follow-up</td>
<td>Evaluate specific objectives</td>
</tr>
<tr>
<td></td>
<td>Monitor stakeholder responses and change</td>
</tr>
</tbody>
</table>

Table 2.2: Issue Areas for Managers Engaged in Corporate Re-Branding (Berry 1999)

A lot of companies are rebranding though it requires a long term commitment and huge investments in the whole process. The cost of corporate rebranding is very high.
2.3 ISSUES AND IMPLICATIONS OF CORPORATE REBRANDING

As way of coping up with the changes in the marketplace most companies are now investing in rebranding. However this whole exercise is a process which may not occur concurrently. “However, as Machiavelli wrote: there is nothing more difficult to execute, nor more dubious of success, nor more dangerous to administer than to introduce a new order of things”. (Bondella et al 1979, p. 94).

2.3.1 Rationale for Corporate Rebranding

The overall rationale for corporate rebranding is to send a signal to the marketplace advising stakeholders about a change which has taken place in the organization. Therefore it is crucial that the organization communicates effectively of new things within the organization. The importance of rebrand differs depending on the reasons which result in the rebranding process.
Margulies, (1977) argues that the “the obvious reasons for rebranding are the changes which might occur within organization which might include mergers, acquisitions and diversititures”. Stiff competition in the marketplace is another reason for corporate rebranding. On the other hand Koku, (1997) states that “it may be that there is a need to present a global image to the marketplace”. However Margulies, (1977) further argues that “new abstract logos, which appear a popular choice for corporate rebranders, are often criticised and, in some cases, ridiculed”.

2.3.2 Key strategic areas for Corporate Rebranding

“The mistakes made by corporate rebranders fall in to three categories – mistakes made in names, those made in logos and those made in slogans”, (Henderson and Cote, 1998). However Brooke, (2002) argues that “a number of permutations are possible in corporate rebranding as shown in”; table 2.3 below.

<table>
<thead>
<tr>
<th>COMMON CORPORATE REBRANDING STRATEGIES by Brooke (2002)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name plus logo</td>
</tr>
<tr>
<td>Name plus logo plus slogan</td>
</tr>
<tr>
<td>Logo only</td>
</tr>
<tr>
<td>Logo plus slogan</td>
</tr>
<tr>
<td>Slogan only</td>
</tr>
</tbody>
</table>

Table 2.3: Common corporate rebranding Strategies: Adopted from Brooke (2002)

Most companies tend to generalize too much when they are in need of rebranding. Usually a company doesn't want to narrow its message too much for fear of missing opportunities. Therefore, the company doesn't strongly position itself as an expert in its sweet spot.
2.3.2.1 Change of name

According to Margulies (1977); “the most basic way organisations communicate with stakeholders is through the use of a name”. It is risk to change the name of a company in a corporate rebranding exercise. Margulies (1977) wrote that “for a name change to be successful, a company needs to understand its expectations”.

2.4 ALIGNING KEY STAKEHOLDERS IN CORPORATE RE-BRANDING

The last few years have seen a considerable attention in the literature to the management of corporate brands across multiple stakeholders. Currently, managers face a challenge to learn not only how to prioritise interest groups, but also how to align the corporate brand across the interests of the company and its stakeholders. In corporate re-branding responsibility for corporate brand performance falls to CEO and employees (Bernstein, 1989; King, 1991; Balmer and Gray, 2003).

The major groups of stakeholders such as senior and brand management, employees and customers form a fundamental and basic triangle, co-alignment within which determines the future performance of the corporate brand. Aaker and Joachimsthaler (2000), claim that corporate re-branding is about re-communicating coherent messages to diverse groups of stakeholders. However, as research by Morsing and Kristensen (2001) show, a strong corporate brand does not necessarily have to rely on absolute coherence of brand perceptions since brand interpretation varies across a plethora of stakeholders. What is critical for managers is to foster favorable and not contradictory perceptions among employees and customers about the corporate brand.

2.4.1 Corporate Re-branding Vision

Although corporate re-branding implies overall corporate responsibility for brand success, senior and brand managers are primarily responsible for the re-branding promise implementation. Chernatony (2001, p.33) has suggested that corporate re-branding vision is “a long-term stretching intent for the brand” that aims to motivate and
enable staff to contribute to re-branding success. Hatch and Shultz (2001) have defined re-branding vision as management’s aspirations for the new brand. Clear and well-focused brand vision is critical to prevent unfavourable and inconsistent perceptions across stakeholders.

2.4.1.1 Aligning the gaps between key stakeholders

Due to unfavourable effects of gaps between key stakeholders about the corporate brand on corporate brand performance, several authors have pointed to the importance of aligning or at least minimizing these gaps (Lovelock, 2001; de Chernatony and Harris, 2000; Harris, 2001; 2003).

Although the issue of the “gap” is accentuated in corporate re-branding, the definition of the “gap” has tended to be ambiguous. In this paper, gaps are construed as inconsistencies between stakeholders’ views on “what is and what ought to be” (Reichart, 2003, p.58) about the corporate brand. Previous studies on this topic have focused on the gaps between identity and reputation (de Chernatony, 1999; Harris and de Chernatony, 2001), and between identity and image (Davies and Chun, 2002). Hatch and Schultz (2001; 2003) have examined this topic more extensively, by covering the three problem areas in corporate branding such as gaps between vision, culture and image.

There is a dearth of knowledge into both the “gaps” phenomenon and its effects on corporate re-branding performance. Schultz and de Chernatony (2002), state that the approach to “gaps management” in corporate re-branding is characterized by excessive breadth in the identification and thus broad solutions implying total alignment of the key stakeholders in the scope of corporate re-branding. The proposed gaps are as follows:

Gap 1:

As a result of a failure to convey the corporate re-branding promise to customers through any modes of external communication, there could occur a gap, which is approached in this study as Manager/customer gap of communicating the brand
promise. This gap could have unfavourable effects on customer brand perceptions and outcomes, (Schultz and de Chernatony, 2002).

Gap 2:

Schultz and de Chernatony (2002) argue that a failure to clearly communicate the corporate brand within a company that could result in Manager/employee gap of communicating the re-branding promises. This gap could have unfavourable effects on employee brand perceptions and outcomes.

Gap 3:

In congruency between employee verbal brand communication and the messages received by customers through external channels of communication could result in Face-to-Face brand promise communication gap between employees and customers. Again, this gap could have unfavorable effects on customer brand perceptions and outcomes.

Gap 4:

Managers’ reticence to involve staff in the brand re-visioning process and/or also tension on the part of employees to accept brand values could result in a Factual brand promise delivery Gap between employees and customers on “the advertised brand” and “actually delivered brand”. This gap could have unfavourable effects on customer perceptions and outcomes, (Schultz and de Chernatony 2002).

2.4.1.2 Corporate brand communication

Communication plays a vital role in transmitting corporate brand attributes and values to internal and external audiences. As corporate communication is the process of conveyance of corporate identity into corporate image (Ind, 1992), corporate brand vision has to be comprehensible and should be shared within a company. Provided coherent, frequent and continual brand communication between management and employees exists, there will be consistency in stakeholders’ perceptions about the
corporate brand. It is argued that communication effectiveness depends on the equity of communication channels and (Einwiller and Will, 2002) integration between diverse company functions responsible for stakeholder communication.

2.4.2 Corporate brand identity

The next component of corporate re-branding is corporate identity (Dowling, 2001). Davies and Chun (2002) consider the brand identity to be embedded in employees’ perceptions and the picture they hold of an organization. Employees through their actions and individual brand interpretation form every day customer brand perceptions, thus contributing to overall brand reputation. The interconnection and interdependency of corporate brand image and identity is so strong, that managing identity implies managing image (Davies and Chun, 2002). That is why senior management should constantly monitor and analyze “the moments-of-truth” interactions that employees have with customers (Goose, 2002), since these interactions form customers’ perceptions and opinions and affect customers’ satisfaction and loyalty towards corporate re-branding.

2.4.2.1 Employee satisfaction and loyalty

It is argued that corporate re-branding performance requires more that just job specific employee satisfaction and loyalty. Rather, corporate re-branding implies employee loyalty to the brand values. The concept of loyalty has generally been investigated from a customer perspective (Ehrenberg et al, 1990; Sharp and Sharp, 1997; Uncles et al, 1995), because of interconnection and interdependency of employees’ perceptions, satisfaction and loyalty. Heskett et al; (1997) argue that “employee satisfaction is a significant antecedent to customer satisfaction”. On the other hand, Reichheld (1996) argues that improving employee loyalty contributes to better customer service and thus improves profits. Thus, to prevent face-to-face communication and brand delivery gap, brand vision has to be clearly internalised and shared by employees.
2.4.3 Corporate brand image

Ind (1992) has interpreted the phenomenon as “the picture that an audience has of an organization through the accumulation of all received messages”. In this context corporate image is described as the sum of external perceptions and connotations that customers hold about a corporate brand.

2.4.3.1 Customer satisfaction and loyalty

Customer satisfaction with a brand could be defined as a cluster of positive feelings and a favorably predisposed state of mind of a customer towards the brand. Customer loyalty is construed as an ongoing propensity to buy a particular brand or several particular brands… (Ehrenberg et al, 1999). Customer loyalty has been claimed to be significant criteria of re-branding success (Chernatony and Harris, 1998) as it increases company profit thorough enhanced revenues, minimized costs to acquire new customers and lower price sensitivity (Reicheld and Sasser, 1990). Customer-focused brand communication and employee service delivery affect customer satisfaction and loyalty.

2.4.4 Stakeholder Involvement in Re-branding

2.4.4.1 Project Leadership

In any organization where project leadership laid, research findings by Chernatony et al (1998); state that “the re-branding project of an organization should be led by a member of the board of directors who engages an external agency to assist in developing a new brand”. However King, (1989) argues that the project should be led by the Director of Marketing but without the use of agencies as this would present an unnecessary cost to the organization since re-branding is a very costly exercise.
2.4.4.2 Involvement of staff

The whole rebranding exercise needs all staff involvement. King, (1989) states that “companies should involve their top management in the whole rebranding process, but shop floor workers involvement should be at minimal levels”. Organizations with few employees should at least involve all the employees. Teamwork is should be emphasized and ideas from each team member should be considered. On the other hand, staff workshops and the use of mixed project teams will ensure that staff views on values and operational issues are adopted and can be held to involve the employees in the re-branding process, (De Chernatony and Dall’Olmo Riley, 1998). The involvement of all staff in the re-branding process is useful and motivating.

2.4.4.3 Customer Involvement

Today’s organisations do not formal involve customers during the rebranding exercise however they would do the whole exercise in an informal manner. In most organisations customers are engaged in an informal manner. Consultations with customers should be undertaken widely in the process of re-branding through organizations’ commercial and institutional clients and retail customer base; basically all the customers should be involved. Customers should be communicated to extensively about the re-branding process of the host organization, (King, 1989).

2.4.4.4 Agency Involvement

The involvement of agencies in the re-branding process is not clearly defined in the literature. However the use of an agency at some stage is done in an organization to add expertise, experience and knowledge in various areas in the re-branding process. According to De Chernatony and Dall’Olmo Riley, (1998), “the main roles of agencies come in to help with communications, advertising, media buying and/or new brand development”. However exclusions are considered and agencies are not used because of financial reasons.
2.4.4.5 Critical Success Factors for Stakeholders’ Involvement in Corporate Re-Branding

The following actions or stages are the critical success factors for stakeholders’ involvement in the re-branding process; this is based on the study findings by King, (1989).

- “Establish key stakeholders, both external and internal;
- Use external help to support change and to monitor and evaluate progress;
- Include staff in the development process, to ensure commitment to the change;
- Communications must be continuous, consistent, sustained, and multilateral;
- Tailor communications to the needs of the different targets;
- Plan thoroughly; evaluate capacity and have contingency plans for potential crises;
- Equip and prepare people properly;
- Monitor and evaluate at all stages”.

2.5 RE-BRANDING STRATEGY AND ORGANISATIONAL PERFORMANCE

According to Aaker; (2004) “firm’s branding strategy refers to the way a firm, through its products, presents itself to the world”. According to Olins (1990), “it ranges from monolithic, where the firm uses its corporate brand as the overarching brand for all its products, to an endorsed strategy, where the firm uses a particular product brand name alongside its corporate brand, and finally, a branded strategy, where the firm develops unique brand names for all of its individual products – also known at the Procter & Gamble approach”.

2.5.1 Corporate Reputation and Branding Strategy

According to Barney; (1991) “In line with the resource-based view of the firm, some researchers have argued that a good corporate reputation can be seen as a valuable,
rare, non-substitutable and inimitable firm resource, possessing the potential for
providing a business firm with a sustainable competitive advantage”.

2.6 THE PITFALLS IN A REBRANDING EXERCISE

(a) Not meeting the individual needs of employees

It was proposed by Robbins (1998) that one of the key criteria in influencing employee
motivation levels were recognising individual differences and meeting the individual
needs. Czaplewski et al. (2001); state that “in order to obtain employee commitment,
companies need to focus on their internal customers’ individual needs”. Hence not
meeting the individual needs of employees would result in the failure in achieving the
benefits of rebranding.

(b) Poor Financial rewards

Much literature and especially Herman and Gioia (2000), state that compensation and
benefits are a key factor considered by employees. It is therefore seen that financial
rewards would be a critical success factor for rebranding and its absence would result in
failure of the rebranding process. Financial reward is a key determinant of obtaining
employee commitment, but employees must deem their package as market-related. Pay
will make up for other aspects of internal rebranding activities.

(c) No Job satisfaction

It is suggested by Cormack (2003) that satisfaction levels, particularly job satisfaction,
play an essential role in motivating employees to perform. Job satisfaction is a
determiner of employees living the brand hence it is critical for rebranding to be
successful.

(d) No employee input to internal branding development and implementation

It is proposed by Czaplewski et al. (2001) and Beagrie (2003) that employee
involvement in the development and implementation of employee rebranding initiatives
is critical.
2.6.1 Rebranding mistakes and how to avoid them

In today's business world, re-branding can take many guises and need not be confined to circumstances where there has been a name change only. Trout, (2000) argues that the reality is that the scope of this change could be as minor as subtle changes to the company's graphics and logo or as major as a full-blown name change. In effect, changing any of the tangible elements of the brand can do re-branding, whether through the advertising, corporate stationery and sales literature, packaging design, staff uniforms, vehicle livery or the corporate identity and trademark. Changes to any or all of these can have the effect of re-branding a company, (Trout, 2000).

Most rebranding strategists evolve their brands over time to keep them relevant. Below is an analysis of the most common pitfalls in a rebranding exercise according to “www.rebrand.com”.

(a) **Clinging to history.**
Verma (2002) argues that “rebranding well means staying relevant”. Sometimes the assumptions made when the brand was established may no longer be true and this could be a pitfall in the rebranding process. As a result it is necessary to analyse changes in the market place and hence restrategise to avoid pitfalls.

(b) **Assuming that the brand is the logo, stationery or corporate colors.**
Brands incorporate everything it also considers clients and other stakeholders. Stakeholders’ perception should also be considered.

(c) **Navigating without a plan.**
Researches by Verma (2002) confirm that “effective rebrands rely on a creative brief to keep everyone focused as the project progresses”.

(d) **Refusing to hire a branding specialist without experience**
Most organization resist to engage brand consultant who are inexperienced. Smart companies recognize the value of a fresh perspective, www.rebrand.com.
(e) **Assuming that the rebranding costs are out of reach.**
There is only need for for innovative ideas and thinking outside the box. Teeling, (2007) suggests that an organization can consider university students or small firms for cost-effective results.

(f) **Not planning ahead for adaptation.**
It’s tempting for team members to walk away after the final presentation; however this is just the beginning of the final stretch. There is always a need for teamwork and experts throughout the whole process.

(g) **Avoiding the basics.**
According to Verma (2003) “The value of perfecting your physical environment, marketing materials, website, etc., is decreased if your customers languish on hold for inordinate amounts of time”. There is need to keep crucial points about the organization in the mind of customers.

(h) **Not calling the call center.**
Williams, (2000) reiterates that “often ignored in brand strategy sessions, customer service and other front-line staff can yield valuable information. This is the proverbial buck – the place where customers are the most honest, no matter what research indicates”.

(i) **Forgetting that people don’t do what they say. (“They do what they do”).**
Moreover Williams, (2000) also adds that a company should use caution when basing rebranding strategies on focus group-type research. Unless the organization is physically in the customer’s environment observing them using its product or service.

(j) **Poor delegation.**
Assuming that the firm has hired capable-to-outstanding branding consultants, the quality of the work delivered according to Verma (2002) depends on sound,
knowledgeable project management. As a result employees of the organization should have skills and required resources.

CONCEPTUAL FRAMEWORK

A conceptual framework for a dissertation gives the overall set of concepts and it provides key constructs that outlines issues to be included in a dissertation. A conceptual framework is a tool researchers use to guide their inquiry and it is a set of ideas used to structure the research.

This section summarises all key concepts and theories that have been analysed in this chapter with the view of formulating a conceptual framework that will form the basis for data collection for this study.

The author has identified some key fundamentals from the above literature. There are very strong arguments in favour of marketing communications, particularly advertising, as being critical to brand building. The pillar of this argument is that in industries where there is product and service parity where branding can provide a sustainable competitive difference and is critical to brand building, brand power and brand momentum (Aaker, 2002; Walker 2004; Gregory 2004).

The research adopted a structured approach to its conceptual framework as recommended by Fisher, (2000). Hence the framework is used to help analyze research material as well as to structure the analysis and interpretation.

The linkages in the conceptual framework drawn show that if branding factors are greater than or equal to the expectations of the customer, the customer will become committed to the organization and to achieve the organizational vision and strategy we can use brand management as an alternative paradigm to improve market share hence our organizational performance.
The conceptual framework below illustrates the key forces which can be used to measure brand management and each having direct influence on the organizational performance.

![Conceptual Framework](image)

**Figure 2.2: Conceptual Framework**

### 2.7 CHAPTER SUMMARY

It is evident that the identification of brand determinants at the beginning of a rebranding process will lead to a successful rebranding exercise. Experience suggests that the industry today remains predominantly technically driven. This chapter reviewed literature on the determinants of a successful rebranding process. The major concepts under discussion were the identifying the key drivers in a successful rebranding exercise, establishing the expectations of stakeholders in a rebranding exercise, examining the effectiveness of the strategic leadership in driving the strategy into Africa,

- Poor re-branding implementation process
- No stakeholders involvement
- Senior management commitment
- Lack of technical support
- Corporate culture

**Dependent variable**

**Independent variable**

**BENEFITS**

- Increased brand visibility
- Improved corporate performance
- Improved brand perception

**Extraneous Variables**
establishing whether the skills base needed for the regional expansion are sustainable and identifying the pitfalls in a rebranding exercise. This literature will provide a basis for comparisons with the research findings. In light of the findings from the literature review in this research, the literature has not adequately satisfied the research objectives and answered the research questions, this has however prompted the research to undertake a primary research for further research to satisfy the research questions and objectives. The research methodology is outlined in the next chapter.
CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the methodological approach employed in carrying out this research. Supportive literature to the methodology is incorporated in the discussion. The research methodology is presented to highlight the philosophy that guided the study, the approach and design engaged. Methods and techniques utilized to collect data for analysis are also discussed. The chapter closes by highlighting limitations and delimitations of the study in order to substantiate the chosen methodology.

3.2 Research design
According to Yin(2008); “the research design is the logical sequence that connects the empirical data to the study’s initial research questions and ultimately to its conclusions”. Yin(2008) further mentioned that; “it also guides the researcher in the process of collecting, analysing and interpreting observations, allowing them to draw inferences concerning causal relations among the variables under investigation”.

There are basically three categories of research design i.e. explanatory research, descriptive and casual research. According Yin (2008); exploratory research is to discover ideas and insights, while descriptive research is usually concerned with describing a population with respect to important variables and casual research is used to establish cause and effect relationships between variables. Experiments are commonly used in casual research designs because they are best suited to determine the cause and effect.
Yin (2008) argues that “one of the five rationales for a single case is when a case is representative or typical”. Telecel is a typical case in terms of its number of employees, types of customers served and its financial performance.

According to Bamberger, M., Rugh, J., & Mabry, L. (2006); “typical case sampling is a type of purposeful sampling in which, “subjects are selected who are likely to behave as most of their counterparts would.

3.3 Research philosophy

3.3.1. Quantitative approach

Kumar (1996); “Quantitative research methods usually involve large randomised samples, more application of statistical inference, and few applications of cases demonstrating findings”. Kumar (1996) describes the characteristics of quantitative research as “if information is gathered using predominantly quantitative variables, and if the analysis is geared to ascertain the magnitude of the variation”. Kumar (1996); further states that “the objective of quantitative research is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population”.

According to Kumar (1996); “Quantitative research designs are either descriptive or experimental. A descriptive study establishes only associations between variables. Descriptive research comprises of surveys and observation. Survey research methods include personal, telephone and postal interviews.”
3.3.2. Qualitative approach

Wilson (2006) defined qualitative research as… “the research that utilises open-ended interviewing to explore and understand the attitudes, opinions, feelings, and behaviour of individuals or a group of individuals”.

Qualitative research can take many forms; typical are focus groups, in-depth interviews, mini-groups, dyads, and triads. “Qualitative research designs strive for in-depth understanding of subjects through such techniques as participant observation or narrative analysis, or they may strive for in-depth understanding of texts through such methods as exegesis or deconstruction A variety of methods for conducting the qualitative research approach are participant observation, action research, and interviewing, story-telling and narrative analysis” (Garson, 2002, 52).

<table>
<thead>
<tr>
<th>QUANTITATIVE</th>
<th>QUALITATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test hypothesis that the researcher begins with.</td>
<td>Capture and discover meaning once the researcher becomes immersed in the data.</td>
</tr>
<tr>
<td>Concepts are in the form of distinct variables.</td>
<td>Concepts are in the form of themes, motifs, generalizations, and taxonomies.</td>
</tr>
<tr>
<td>Measures are systematically collected before data collection and are standardized.</td>
<td>Data are collected in an ad hoc manner and are often specific to the individual setting or researcher.</td>
</tr>
<tr>
<td>Data are in the form of numbers from precise measurement.</td>
<td>Theory can be causal or noncausal and is often inductive.</td>
</tr>
<tr>
<td>Theory is largely causal and is deductive.</td>
<td>Research procedures are particular, and replication is very rare.</td>
</tr>
<tr>
<td>Procedures are standard, and replication is assumed.</td>
<td>Analysis proceeds by extracting themes or generalizations from evidence and organizing data to present a coherent, consistent picture.</td>
</tr>
<tr>
<td>Analysis proceeds by using statistics, tables, or charts and discussing how what they show relates to hypotheses.</td>
<td></td>
</tr>
</tbody>
</table>

Adopted from: Jones and Bartlett Learning
Advantages of qualitative methods

According to Mark et al, (2005); “Compared to quantitative methods which are rigid; qualitative methods are a bit flexible.

Unlike quantitative method which is inflexible, qualitative method uses open-ended questions which give room for the respondents to use their own words and it gives room for detailed information.

3.3.3 Selecting the suitable approach

This research employed qualitative research methods to get information that you cannot obtain well with quantitative methods. According Mitchell et al (2003); “qualitative methods are used to study human behaviour and behaviour changes. Complex behaviour is not well captured by quantitative techniques. Qualitative methods help the researcher to study the variations of complex; human behaviour in context. By connecting quantitative data to behaviour using qualitative methods, the researcher can enrich the results with people’s words and actions. Also qualitative techniques are therefore both inductive and interactive”.

3.4 Research strategy

According to Yin (2008); “there are several ways of doing research which include case studies, experiments, surveys, histories and the analysis of archival information”. Yin (2008) further highlighted that however each method has its own advantages and disadvantages which depend on 3 different conditions which are; the type of research question, the control the investigator has over actual behavioural events and the focus on contemporary as opposed to historical phenomena”.

3.4.1 Experiment

According to C, Robin (1993); “in an experimental research strategy, the effects of manipulating one variable on another variable are measured. Typical features include selection of individuals from known populations; allocation of samples to different
experimental conditions; introduction of planned change on one or more variables; measurement on small number of variables; control of other variables”. Colin Robson (1993) also states that “this strategy usually involves hypothesis testing. However it is not applicable in our research because of its nature; several variables are going to be measured at the same time through the use of questionnaires”.

3.4.2 Survey
Wong Toon Quee (1999) defined survey research method as “a systematic gathering of primary data through the use of structured questionnaires and communication in a reasonably large number and highly representative sample of respondents”. Colin Robson (1993) reiterated that a survey “involves the collection of information in standardised form from groups of people”. He added that …. “Typical features of a survey include selection of samples of individuals from known populations; collection of relatively small amount of data in standardised form from each individual. Surveys usually employ questionnaire or structured interview”. This strategy is applicable to our research because of its simplicity and objectivity. The questionnaire will be used for data collection from a sample from the selected Telecel staff and customers.

3.4.3 Case study
Robson (1993) defines case study as “the development of detailed, intensive knowledge about a single case or small number of related cases”. He further argues that “the case-study approach also has considerable chance to generate answers to questions why, what and how and is used to carry out an in-depth study of the situation”. According to Saunders, Lewis and Thornhill (2003), “this strategy enriches the understanding of the context of research and the processes being enacted”. Robson (2002) adds that a case study “allows several data collection methods to be used such as questionnaires, interviews, observations and documentary analysis”.
3.5 Data Collection

3.5.1 Population

Population is everyone the researcher intends to collect data from. Fraenkel and Wallen (1996) states that “population can be in two categories; i.e target and accessible populations”. According to Ferber (1974), population is the group of interest to the researcher. The study findings will be generalized upon this group. He further states that “the target population is the population to which the researcher would like to generalize”. However, this population is rarely available. Population of this study is made up of corporate customers of Telecel, individual customers, staff and management of the organisation. The total numbers for the targeted groups are shown in the table below.

Table 1.1 : Target Population

<table>
<thead>
<tr>
<th>Target group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customers</td>
</tr>
<tr>
<td>Individual Customers</td>
</tr>
<tr>
<td>Executives</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Customers i.e Corporate, Retail and Individual</td>
</tr>
</tbody>
</table>

3.5.2 Sampling procedure

According to Saunders et al (1997); “there are two ways of coming up with a sample i.e random (probability) sampling which ensures that the probability of each case being selected from the population is known and is usually equal for all cases”. Non-random
(non-probability) sampling is such that the probability of each case being selected from the total population is not known.

According to Luck and Rubin 1987; “In non-random sampling, the assessment of reliability is not possible regardless of how careful the researcher is in selecting elements of the sample”. Leedy (1992) argues that “there is no guarantee that the samples represent the population being studied”.

Judgmental or purposive sampling was used in the research.

According to; Wiederman and Whitley 2002; “purposive sampling is frequently selected for obtaining data in qualitative research”. “Purposive sampling is often used when small samples are studied using intense, focused methods such as in-depth interviews” (Curtis et al 2000). “In-depth interview offers a unique means of understanding complex human behaviour because the method is not limited by predetermined classifications found in deductive studies which demand ‘best fit’ but rather, it results in the generation of large amounts of valuable data obtained from a free flowing communication process” (Punch 1998). This methodology results in access to sensitive information from a population group.

For the purpose of this study; both internal i.e employees of Telecel and external questionnaires for the Telecel customers which were used as respondents.

These respondents were purposively selected because not all of the population is knowledgeable with rebranding hence the use of top management and executives as well elite customers.

In addition not all of the employees know about the benefits of rebranding, such information is held by a particular number of employees which were purposively selected.

Reliability and competency was also used to assess potential informants.
3.5.3. Research Instruments

Instruments:

3.5.3.1 Questionnaires

According to Oppenheim (1992; 312), “a questionnaire is a tool for collecting and recording information about a particular issue of interest. They are a list of questions, but should also include clear instructions and space for answers or administrative details”.

Questionnaires can be structured or semi-structured. : Fontana et al (2005; 703)

**Structured** are associated with quantitative research i.e. numbers they are also known as closed ended questions. Whether a survey takes the form of telephone interviews, face-to-face interviews, or “intercept” interviews in shopping malls and public places, the procedure is designed to ask all of the interviewees the same set of questions, each having a limited set of response categories (Fontana et al, 2005).

**Semi-Structured**; they differ from structured questionnaires because; the relationship between the researcher and the participant is not strictly scripted. There is no questionnaire containing the complete list of the questions to be posed to a participant. The researcher will have a mental framework of study questions. The qualitative questionnaires follow a conversational mode, and will lead to a social relationship of sort. (Fontana et al, 2005).

This conversational mode, compared to structured questionnaires presents the opportunity for clarification of the subject matter.

Structured questionnaires views also are limited in their ability to appreciate trends and contextual conditions across a participant’s lifetime, whereas semi-structured may dwell on these trends and conditions.
The first of the three sections may establish the context of a participant's experience, typically by covering the participant's personal background; the second section may have the participant reconstruct the details of the experience that is the topic of study; and a third section may ask the participant to reflect on the meaning of the experience (Seidman, 2006, pp. 16–19).

Two sets of questionnaires were sent to staff and customers of Telecel. Where respondents were out of reach the telephone and computer aided techniques were used to administer interviews as well as distribute questionnaire.

3.5.3.2 Interviews

Interviews are part of qualitative research the researcher will be trying to understand something from the subjects point of view and to uncover the meaning of their experiences; (Silverman, 2000). Interviews allow people to convey to others in their own words and some are based on day to day conversation.

3.5.4 Data Analysis and Write-up

According to Neuman (2006); “there is no standard format in data analysis in qualitative research”. Data collected from the research was analyzed through the use of data displays. “All collected data was analysed and common themes, patterns and relationships were established” (Miles et al 1994). All collected data was analysed and the appropriate inferences were made.
CHAPTER FOUR

DATA ANALYSIS

4.1 INTRODUCTION

This chapter presents the research findings from the data collected from the respondents who were the staff and management and customers of Telecel through the use of questionnaires which were administered as indicated by the researcher in the research methodology in the previous chapter. Results presentation was done graphically and described using percentages.
SECTION A

4.2 GENERAL INFORMATION-INTERNAL STAKEHOLDERS

4.2.1 Duration of time in serving the organisation

Table 4.1 below summaries the demographic information of the respondents.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Age of respondent (years)</th>
<th>Number of years employed by Telecel</th>
<th>Number of years in current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>36-45</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Executive Director</td>
<td>46-56</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>25-35</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Supervisor</td>
<td>40-45</td>
<td>12</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 4.1: Duration of time in serving the organisation-Staff

With reference to table 4.1 above it is quite clear that the majority of respondents were mature, at senior managerial level and had been with the organization for more than 5 years. The information indicated that the respondents had a strong understanding of Telecel operations by virtue of their positions and years within Telecel. Results show that most of the respondents spent serving their respective organizations for a period between one to five years this is valid for this research as it gives the respondents the necessary experience to respond to the research objectives. Based on their experience it allowed the researcher to gather better information information from the perspectives of respondents who handle different roles in the re-branding exercise.
4.3 GENERAL INFORMATION-CUSTOMERS

4.3.1 How long have you been dealing with Telecel

Table 4.2 below summaries the demographic information of the respondents.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Number of years employed by Telecel</th>
<th>Number of years in current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customers</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Retail Customers</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Individual Customers</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

Table 4.2: How long have you been dealing with Telecel - Customers

With reference to Table 4.2 above it shows that all the respondents were dealing with Telecel for a long time. All of them had more than 3 years dealing Telecel. It shows that they are regular customers of Telecel. From this experience the researcher tend to rely on the information collected from these customers.
SECTION B

4.4 KEY DRIVERS IN A SUCCESSFUL REBRANDING EXERCISE

4.4.1 Definition of rebranding

Question: What do you understand by the term rebranding?

The research respondents that are the staff and management and customers of Telecel were asked what they understood by the term rebranding. The results are shown in the table below:

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Improvement on existing brand to make the brand more appealing and attractive</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Realigning with the changing trends in the environment</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Changing of identity i.e. product offering.</td>
</tr>
</tbody>
</table>

Table 4.3: Definition of Rebranding-Staff

The responses of the respondents in Table 4.3 showed that the managing director considers rebranding as improvement on existing brand to make the brand more appealing and attractive, while the executive director stated that rebranding is realigning with the changing trends in the environment. The responses of the respondents also indicate that rebranding is considered as changing of identity i.e. product offering. Furthermore the customer stated that rebranding is changing the image, name and face of the organisation.
4.4.2 Definition of rebranding

**Question:** What do you understand by the term re-branding?

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customer</td>
<td>A new identity that goes beyond values or colours</td>
</tr>
<tr>
<td>Retail Customer</td>
<td>A re-look at one’s vision, mission and values</td>
</tr>
<tr>
<td>Individual Customer</td>
<td>Change in outlook of company logo</td>
</tr>
</tbody>
</table>

**Table 4.4: Definition of Rebranding-Customers**

The responses of the respondents in Table 4.4 showed that the corporate customer considers rebranding as a newly identity that goes beyond values or colour, while retail customer stated that a re-look at one’s vision, mission and values and individual customers indicated that rebranding is a change in outlook of company logo.

4.4.3 Brand Awareness

**Question:** To what extent are you aware of the Telecel brands?

The research sought to ascertain to what extent the staff and management and the customers of Telecel were aware of the brands that provided. The research results are illustrated in the table 4.5 below.
Table 4.5 Brand Awareness-Staff

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Respondents can clearly differentiate from other brands,</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director</td>
<td>Respondent can identify a Telecel products and distinguish it from the</td>
</tr>
<tr>
<td></td>
<td>competitors</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Respondents know the relationships that exist between various network</td>
</tr>
<tr>
<td></td>
<td>service providers</td>
</tr>
</tbody>
</table>

The research results as shown in Table 4.5 the managing director indicated that he can clearly differentiate Telecel brands from other brands and the executive director can identify Telecel products and distinguish it from the competitors. From the responses it was apparent that the position is uniform except for the customer who indicated that there is no clear indication of products in the market. The three directors as evidenced by their responses were aware of the Telecel brand.

4.4.4 Brand Awareness-Customers

Question: To what extent are you aware of the Telecel brands?

The research sought to ascertain to what extent the staff and management and the customers of Telecel were aware of the brands that provided. The research results are illustrated in the table 4.6 below.
Table 4.6 Brand Awareness-Customers

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customer</td>
<td>There is no clear indication of products</td>
</tr>
<tr>
<td>Retail Customer</td>
<td>There is no difference with other brands</td>
</tr>
<tr>
<td>Individual Customer</td>
<td>Ability to differentiate the brands; though indifferent with brands</td>
</tr>
</tbody>
</table>

From the table it shows that all clients were finding it difficult to differentiate the brands and they see no difference with other competitors.

4.4.5 Objectives of Rebranding

Question: What are the main objectives of rebranding?

One of the objectives of the researcher was to find out the objectives of rebranding. The respondents were asked to state what they thought were the objectives of rebranding. The research results of the objectives of rebranding are tabulated in table 4.7 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>To fight competition</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Selling and communicating the brand</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Targeting market changes of consumer tastes on mobile services</td>
</tr>
</tbody>
</table>

Table 4.7: Objectives of Rebranding-Staff
Table 4.7 above shows that the managing director of Telecel stated that the objectives of rebranding is to fight competition, while the executive director stated that the aim is to sell and communicate the brand. The marketing director stated the objective was to target changes on consumer tastes on mobile services.

### 4.4.6 Objectives of Rebranding

**Question: What are the main objectives of rebranding?**

One of the objectives of the researcher was to find out the objectives of rebranding. The respondents were asked to state what they thought were the objectives of rebranding. The research results of the objectives of rebranding are tabulated in table 4.8 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customer</td>
<td>The old name was tired and they are now trying something new</td>
</tr>
<tr>
<td>Retail Customer</td>
<td>It’s all about making the product recognised</td>
</tr>
<tr>
<td>Individual Customer</td>
<td>It’s more about profitability levels and making the real money</td>
</tr>
</tbody>
</table>

**Table 4.8: Objectives of Rebranding-Customers**

Table 4.8 above shows that the corporate customer of Telecel stated that the objectives of rebranding is that the old name was tired and they are now trying something new, while the retail customer stated that it’s all about making the product recognized and the individual customer indicated that its more about profitability levels and making the real money.

### 4.4.7 Important Mobile Choice Factors to consider when rebranding
Question: Whats are the factors to consider in mobile re-branding?

Important mobile choice factors to consider when rebranding are shown in figure 4.9 below basing on the views of the customers of Telecel.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Good network services</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Good reception</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Reasonable prices for making calls</td>
</tr>
</tbody>
</table>

Table 4.9: Important Mobile Choice Factors to consider when rebranding-Staff

The managing director argued that one of the important mobile choice factors to consider when rebranding is Good network services, while the executive director stated good reception, and marketing director indicate reasonable prices for making calls. The majority of the respondents are after cheap mobile services and good coverage more than any other factors. Kellaway, (2002) adds that “the importance of employee support and ability to pronounce the new name is highly fundamental in attaining the objectives of the process of corporate re-branding”. Moreover Bondella and Musa (1979) stress that the corporate needs to consider what will be the reaction of their competitors to this change or are merely reacting to competitor changes in corporate rebranding. During the process of corporate rebranding the corporate is mandated to determine that the key stakeholders are cognisant and positive about the change. According to Bondella and Musa (1979), change is only weakly supported and often violently opposed.

4.4.8 Important Mobile Choice Factors to consider when rebranding

Question: Whats are the factors to consider in mobile re-branding?

Important mobile choice factors to consider when rebranding are shown in figure 4.10 below basing on the views of the customers of Telecel.
<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customer</td>
<td>Good coverage and fair prices</td>
</tr>
<tr>
<td>Retail Customer</td>
<td>Reasonable prices</td>
</tr>
<tr>
<td>Individual Customer</td>
<td>A lot of promotions making it cheaper</td>
</tr>
</tbody>
</table>

Table 4.10: Important Mobile Choice Factors to consider when rebranding-

Customers

As shown in table 4.10; all respondents indentified that they will consider price as the
main factor. Hence customers need mobile with reasonable prices, although corporate
customer go further and consider good coverage.

4.5 EXPECTATIONS OF STAKEHOLDERS IN A REBRANDING EXERCISE

4.5.1 Question: What are the roles of management (and staff) in sustaining the
brand image at Telecel?

A question on the roles of management (and staff) in sustaining the brand image at
Telecel and the responses are shown in Table 4.11 below:

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Ensuring employee loyalty</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Building an appropriate culture</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Ensuring effective communication</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Hiring people with the right attitude</td>
</tr>
</tbody>
</table>

Figure 4.11: Roles of management (and staff) in sustaining the brand image at Telecel
Research findings indicate that the managing director stated that employee loyalty is an important role for management and staff in sustaining the brand image at Telecel, the executive director stated building an appropriate culture, the marketing director stated ensuring effective communication and the supervisor stated hiring people with the right attitude. The findings show that management has a number of roles in sustaining a brand.

4.5.2 Question: What are your expectations in Mobile Rebranding exercise?

Respondents that are the customers of Telecel were asked what their expectations were in a mobile rebranding exercise. The responses are shown in table 4.12 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customers</td>
<td>Phones and emails functionality</td>
</tr>
<tr>
<td>Retail Customers</td>
<td>Good network coverage</td>
</tr>
<tr>
<td>Individual Customers</td>
<td>Efficient and affordable data services</td>
</tr>
</tbody>
</table>

Table 4.12: Customer expectations in Mobile Rebranding exercise

From table 4.12 above, individual customers pointed out efficient and affordable data services, corporate customers indicated phone and email functionality, and retail customers pointed good network coverage. This indicates that customers have their various expectations in the rebranding exercise and it is worth consulting them and understands their needs. Consultations with customers should be undertaken widely in the process of re-branding through organizations’ commercial and institutional clients and retail customer base; basically all the customers should be involved. Customers should be communicated to extensively about the re-branding process of the host organization,
4.5.3 Critical Success Factors for Stakeholders Involvement in Corporate Re-Branding

Question: What are the critical success factors for stakeholders involvement in corporate re-branding?

After staff and management and customers of Telecel were asked the critical success factors for stakeholders involvement in corporate re-branding respondents gave their answers as shown in table 4.13 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Establishing key stakeholders, both external and internal</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Using external help to support change and to monitor and evaluate progress.</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Including staff in the development process, to ensure commitment to the change</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Communications must be continuous, consistent, sustained, and multilateral</td>
</tr>
</tbody>
</table>

Table 4.13: Critical success factors for stakeholder’s involvement in corporate re-branding-Staff

Table 4.13 shows that the managing director of the respondents stated that the critical success factors for stakeholders involvement in corporate re-branding is establishing key stakeholders, both external and internal, the executive director argued that it is using external help to support change and to monitor and evaluate progress and the marketing director stated the critical success factors for stakeholders involvement in corporate re-branding is including staff in the development process, to ensure commitment to the change. Moreover the study findings are such that the supervisor of
the respondents stated that communications must be continuous, consistent, sustained, and multilateral as a critical success factor for stakeholders involvement in corporate re-branding.

4.5.4 Critical Success Factors for Stakeholders Involvement in Corporate Re-Branding

**Question:** What are the critical success factors for stakeholders involvement in corporate re-branding?

The responses of customers are shown in table 4.14 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customers</td>
<td>Tailoring communications to the needs of the different targets</td>
</tr>
<tr>
<td>Retail Customers</td>
<td>Plan thoroughly; evaluate capacity and have contingency plans for potential crises</td>
</tr>
<tr>
<td>Individual Customers</td>
<td>Equipping and preparing people properly</td>
</tr>
</tbody>
</table>

Table 4.14: Critical success factors for stakeholder’s involvement in corporate re-branding -Customers

Corporate customers stated tailoring communications to the needs of the different targets, retail customers argued that proper planning and assessment of capacity and individual customers stated equipping and preparing people properly.
4.5.5 Expected products and services to enhance Rebranding

Question: What are your expected products and services to enhance rebranding?

Customers expected products and services to enhance rebranding at Telecel are illustrated in Table 4.15 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Customer</td>
<td>Data and voice services</td>
</tr>
<tr>
<td>Retail Customer</td>
<td>Banking services</td>
</tr>
<tr>
<td>Individual Customer</td>
<td>Bill Payment services</td>
</tr>
</tbody>
</table>

Table 4.15: Expected products and services to enhance Rebranding

A corporate customer of Telecel stated that the expected products and services to enhance rebranding at Telecel is data and voice services, retail customer said banking services while individual said bill payment services. There are many factors that influence the delivery of consistently high levels of customer service. Researchers have sought to identify aspects of the organizational context that contribute to the development of service excellence, which includes service leadership, rewards and recognition, and human resource practices (e.g., Johnson et al., 1996). “A business with an esprit de corps toward service excellence has been shown to lead to higher levels of customer satisfaction – a known precursor for repeat visits, enhanced revenues and profits” (Pugh et al. 2002).

4.6 EFFECTIVENESS OF THE STRATEGIC LEADERSHIP SKILLS BASE NEEDED FOR REBRANDING

4.6.1 Employee branding or human capital branding
Question: Which are the main pillars of human capital branding that ensure that the organization is rebranded?

The staff and management of Telecel were asked the main pillars of human capital branding to ensure that the organisation is rebranded. The results are shown in figure 4.16 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Reward</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Recognition</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Relationships</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Opportunity</td>
</tr>
</tbody>
</table>

Table 4.16: Employee branding or human capital branding

The respondents selected reward; recognition, relationships and opportunity as the main pillars of human capital branding. As stated in table 4.8; the managing director states that appropriately rewarding employees is one way of ensuring human capital branding so that the staff is inclined to the new brand in rebranding, executive director indicated recognition of employees while the marketing director stated fostering employee relationships and the supervisor stated giving employees opportunities are the main pillars of human capital branding to ensure that the organisation is rebranded. Bendapudi et al (2005:124);suggest that “companies should ‘…consider employees their living brand and devote a great deal of time and energy to training and developing them so that they reflect the brand’s core values and facilitate the growth of the organization. This is entitled to employee branding or human capital branding”. Mitchell (2002) believes that “organisations trying to achieve employee commitment to living the brand of the organisation need to create an emotional connection with employees to
make the brand come alive for them in order to persuade them to align their values and behaviors’ with that of the company’s brand”.

### 4.6.2 Telecel’s Strengths to aid rebranding exercise

**Question:** What are the strengths of Telecel that aid the rebranding exercise?

The strengths of Telecel to aid the rebranding exercise are tabulated below basing on the views of the respondents.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Innovative through providing other mobile services eg-</td>
</tr>
<tr>
<td></td>
<td>mobile banking</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Telecel has increased its network coverage despite</td>
</tr>
<tr>
<td></td>
<td>economic challenges in this country</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Telecel has a strong marketing team that is always</td>
</tr>
<tr>
<td></td>
<td>engaging customers</td>
</tr>
<tr>
<td>Supervisor</td>
<td>High staff investment through training</td>
</tr>
</tbody>
</table>

**Table 4.17: Telecel’s Strengths to aid rebranding exercise**

With reference to table 4.9 above it can be seen that the managing director stated that the strengths of Telecel to aid rebranding exercise are innovative through providing other mobile services eg-mobile banking, the executive director said increased network coverage despite the economic challenges in this country, marketing director that a strong marketing team that is always engaging customers and the supervisor stated high staff investment through training are the strengths of Telecel. Czaplewskim, Ferguson and Milliman (2001:14) believe that internal marketing is ‘an important way to obtain, develop, motivate, and retain skilled staff and energized employees who in turn provide high quality service which would advocate enterprise growth’. Beagrie (2003)
contends that “internal marketing is the process of motivating employees to change their behaviors and thinking in order to achieve organisational goals”. “Many of the authors also allude to the concept that internal marketing is the process of viewing employees as customers providing a vital link in the implementation of any marketing strategy to better serve the organisation’s customers” (Drummond & Ensor, 1999).

4.7 PITFALLS IN A REBRANDING EXERCISE

4.7.1 Weaknesses of Telecel in rebranding

Question: What are the Telecel weaknesses that could lead to pitfalls in the rebranding exercise?

One of the objectives of the researcher was to find out the weaknesses of Telecel that could lead to pitfalls in the rebranding exercise. The findings are shown in table 4.18 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Lack of brand equity</td>
</tr>
<tr>
<td>Executive Director</td>
<td>There is no clear signage to show services offered by the brand</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>The unavailability of competitive salaries has left you with some staff that are not proud of the brand and will rubbish it at every opportunity</td>
</tr>
<tr>
<td>Supervisor</td>
<td>There is no brand association</td>
</tr>
</tbody>
</table>

Table 4.18: Weaknesses of Telecel in rebranding

Study results reveal that the managing director stated that there is no brand equity; the executive director maintained that there is no clear signage to show services offered by...
the brand, the marketing director pointed out that the unavailability of competitive salaries has left with some staff that are not proud of the brand and will rubbish it at every opportunity, while the supervisor stated that there is no brand association in Telecel. The results indicate that Telecel is weak in remunerating its staff members and this affect the rebranding exercise.

4.7.2 Pitfalls in a rebranding exercise

The pitfalls in a rebranding exercise with reference to Telecel are tabulated in table 4.19 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Poor Financial rewards</td>
</tr>
<tr>
<td>Executive Director</td>
<td>No employee input to internal branding development and implementation</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>No Job satisfaction</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Not meeting the individual needs of employees</td>
</tr>
</tbody>
</table>

Table 4.19: Pitfalls in a rebranding exercise

Managing Director stated that the pitfalls in a rebranding exercise at Telecel are no poor financial results and the executive director stated no employee input to internal branding development and implementation. Furthermore research results indicate that the pitfalls in a rebranding exercise at Telecel are no job satisfaction and the marketing director argued that it is not meeting the individual needs of employees. It was proposed by Robbins (1998) that one of the key criteria in influencing employee motivation levels were recognizing individual differences and meeting the individual needs. Czaplewski et al. 2001 state that; “in order to obtain employee commitment to living the brand of the organisation, companies need to focus on their internal customers’ individual needs”.

Hence not meeting the individual needs of employees would result in the failure in achieving the benefits of rebranding.

Much literature and especially Herman and Gioia (2000), state that compensation and benefits are a key factor considered by employees. It is therefore seen that financial rewards would be a critical success factor for rebranding and its absence would result in failure of the rebranding process. Financial reward is a key determinant of obtaining employee commitment, but employees must deem their package as market-related. Pay will make up for other aspects of internal rebranding activities.

4.7.3 Common rebranding mistakes

**Question:** What are the common mistakes made by Telecel in the re-branding exercise?

The common rebranding mistakes basing on Telecel are illustrated in the table 4.20 below.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>Believing rebranding cost too much</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Basing a rebrand on advertising</td>
</tr>
<tr>
<td>Marketing Director</td>
<td>Rebranding without research</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Putting the wrong person in charge</td>
</tr>
</tbody>
</table>

**Figure 4.20: Common rebranding mistakes**

Study findings reveal that the managing director argued that the common rebranding mistakes according to Telecel is believing that rebranding costs too much, the executive director stated that the common rebranding mistake is basing a rebrand on advertising and the marketing director stated that it is rebranding without research. Study results
further reveal that the supervisor indicated that the common rebranding mistakes at Telecel are putting the wrong person in charge.

In today's business world, re-branding involves many aspects it goes beyond the name change only. Re-branding according to The Economic Times, May 1, 2007 is "affecting a change to a brand in order to stimulate a change in consumer attitudes, perceptions and behavior with the end goal of generating positive market growth". Trout, (2000) argues that the reality is that the scope of this change could be as minor as subtle changes to the company's graphics and logo or as major as a full-blown name change. In effect, changing any of the tangible elements of the brand can do re-branding, whether through the advertising, corporate stationery and sales literature, packaging design, staff uniforms, vehicle livery or the corporate identity and trademark.

4.8 SUMMARY FINDINGS

4.8.1 Stakeholders expectations

All stakeholders need to be involved in the rebranding exercise. According to King, (1989) “the rebranding project should be led by the Director of Marketing but without the use of agencies as this would present an unnecessary cost to the organization since re-branding is a very costly exercise”. Telecel stakeholders also need to be involved in the rebranding exercise. There is enough evidence to confirm that stakeholders need to be involved. They can be helpful to the rebranding exercise mainly because they were able to define rebranding and they expect fair pricing and good network coverage.

4.8.2 Drivers in a successful rebranding exercise

The responses indicate that a successful rebranding exercise is driven by the ability to understand rebranding through defining and identify the key objectives of rebranding. Good coverage, good network services, good reception and reasonable prices are the factors considered by respondents as the drivers to a successful rebranding strategy.
4.8.3 Effectiveness of the strategic leadership skills

Milliman (2001:14) believe that internal marketing is ‘an important way to obtain, develop, motivate, and retain skilled staff and energized employees who in turn provide high quality service which would advocate enterprise growth’. According to the research outcomes respondents believe that human capital branding are reward, recognition, relationships and opportunities. As a result, employees need to be motivated so that the rebranding exercise is successful.

4.8.4 Pitfalls of rebranding

Responses indicate that the major hindering factor to rebranding is lack of employees input in internal rebranding. It is proposed by Czaplewski et al. (2001) and Beagrie (2003) that employee involvement in the development and implementation of employee rebranding initiatives is critical. The respondents indicate that this will result in the exercising failing to meet the individual needs of employees hence demotivation. Poor financial rewards are also another pitfall to rebranding which was raised by respondents. Much literature and especially Herman and Gioia (2000), state that compensation and benefits are a key factor considered by employees. It is therefore seen that financial rewards would be a critical success factor for rebranding and its absence would result in failure of the rebranding process.

4.9 CONCLUSION

The chapter has provided the findings and discussion on the research topic. The chapter has captured the objectives of the study and findings were made on each objective. The next chapter presents the research conclusions and recommendations.
CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION
This chapter provides the research conclusions and recommendation of the study. The conclusion is based on the research findings and appropriate recommendations are to be made basing on the conclusions. An area of further study is also provided in this chapter.

5.2 CONCLUSIONS
The conclusions of the research basing on the study findings are shown below.

5.2.1 Key drivers in a successful rebranding exercise
Study concludes that in order to identify the key drivers in a successful rebranding exercise it is highly imperative to define what a brand is. In this study rebranding was concluded as changing of identity i.e. product offering, change in outlook of company log and improvement on existing brand to make the brand more appealing and attractive. It is concluded that the customers of TELECEL are aware of the TELECEL brand.

The researcher concludes that the key drivers of customer dissatisfaction which hinder successful rebranding are network coverage, accessibility to internet and carrying out functions like mobile money transfer and network roaming.

5.2.2 Expectations of the TELECEL stakeholders in a rebranding exercise
The study concludes that there is need for all stakeholders involvement in the rebranding exercise. The study concludes that the critical success factors for stakeholders involvement in corporate re-branding at TELECEL are establishing key stakeholders, both external and internal; using external help to support change and to
monitor and evaluate progress; including staff in the development process, to ensure commitment to the change; communications must be continuous, constant, continual, and multilateral; tailoring communications to the needs of the different targets; plan carefully, evaluate ability and have contingency plans for potential crises; equipping and preparing people properly and monitoring and evaluating at all stages of rebranding are the critical success factors for stakeholders involvement in corporate re-branding.

The expected products and services to enhance rebranding at TELECEL are data services, wallet services and service promotions

### 5.2.3 Effectiveness of the strategic leadership skills base needed for the rebranding

It is concluded in this research that TELECEL management has sufficient leadership to drive the strategy. Findings from the study indicated that appropriately rewarding employees, recognition of employees’ importance, fostering employee relationships and giving employees’ opportunities are the main pillars of human capital branding to ensure that the organisation is rebranded and expanded.

TELECEL has maintained the outlook and service within the mobile operators despite the economic challenges in this country, TELECEL has a strong marketing team that is always engaging customers, high staff investment through training, good service in the mobile industry, quick response to enquiries, efficiency in serving customers and service delivery.

### 5.2.4 Pitfalls in a rebranding exercise

The research concludes that the pitfalls in a rebranding exercise at TELECEL are poor financial results, no stakeholders’ involvement to internal branding development and implementation and failure to meet individual employees’ expectations.
Also from the study findings the author concluded that the common rebranding mistakes undertaken at TELECEL is belief that rebranding costs too much, basing a rebrand on advertising and rebranding without research.

5.3 RESEARCH PROPOSITION

The research proposition is restated as follows:
The rebranding strategy did not achieve the desired results at TELECEL because of lack of extensive research and lack of adequate allocation of time and resources.

To some extent the study agrees with the proposition in that management failed to allocate sufficient funds for the strategy, and also they failed to include a brand consultant for the effective implementation of the whole process.

5.4 RECOMMENDATIONS

The recommendations for the study are given below:

5.4.1 Changes in target markets

The study recommends TELECEL to analyze changes in target markets when exploring opportunities for brand expansion, repositioning and revitalization so as to overcome the problem of clinging to history. Consumer demands and needs are dynamic in nature hence as part of the rebranding strategy TELECEL is advised by this research to determine the changes in the target market and adjust accordingly.

Effective rebrands rely on a creative brief to keep everyone focused as the project progresses. In order to achieve this without any room for failure TELECEL is recommended to have a proper system which will be able to manage its financial budgets as well as their timeframe, allocate right individuals for a task and also assess the results of the all the activities associated with rebranding.

5.4.2 Outsourcing branding consultant
It is recommended that TELECEL should hire a branding consultant with relevant industry experience. It’s ok to consider an agency that hasn’t worked in the specific industry before as it is sometimes ideal especially if the organization need to achieve positive results. Successful organisations enquire from new ideas. Hence this would create new markets capable of sustaining the business and its special brands.

5.4.3 Levels of rebranding credibility

The research recommends TELECEL to make sure that the rebrand is credible. The rebrand’s story must be believable given the existing brand experience and customer perception. It should have an internal credibility. If employees who live the brand day-to-day should believe in its success so the target market will also follow suit leading to the success of rebranding.

It is recommended that TELECEL should also consider brand allies to be effective. They should be innovative and cope up with changes in the market place. TELECEL is recommended to rein them in when needed, and not limit their areas of influence.

5.4.4 Planning ahead

TELECEL is advised to dedicate a large amount of time during the planning process before they implement the rebranding strategy. TELECEL should keep the rebranding team and consultants together throughout implementation phase to achieve the rebranding objectives.

5.4.5 Hire consultants with right skills, time and resources

If TELECEL has to hire experts who deliver quality output and who are knowledgeable of the project under review. Hence TELECEL should ensure that its internal point person has the skills, time and resources to drive the agency to its most effective work yet. The research therefore recommends TELECEL to put the right person in charge of the whole process of rebranding.
5.4.6 Minimise bureaucracy and introduce a mix of levels

Delays in making decisions would result in loosing the opportunity hence decisions should be made at the shortest possible time. Moreover TELECEL should include a mix of levels –not just executive so as to get an effective rebranding strategy by committee.

5.4.7 Investment in extensive research

The researcher recommends TELECEL to rebrand with a lot of extensive research. Current and prospective customers should be involved in creating solutions. After all, the customer will be the organisations’ ultimate test.

5.4.8 Maintain good standards

It is also advised in this research that TELECEL should maintain good standards at all times, this involve TELECEL to advocate and adopt high operational standards that can be followed at any given time. Also the research recommends that TELECEL should maintain the international franchise brand standards to enhance the image of its brands. Moreover TELECEL is advised to provide quality services and very good customer care levels.

5.5 AREA OF FURTHER RESEARCH

This study has revealed an area for future research. There is need for studies to show the role of management and employees in brand sustenance of products and services at Telecel. This is highly imperative given that rebranding has been successful.
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