CHAPTER 1

INTRODUCTION

1.1 Introduction to Rebranding

The one thing that will never change is the change itself that happens in different phases of life. Probably with this notion, in the world of business, even the popular brands practice change, in terms of their logos and customer perception. There are some likenesses in several brands like Airtel, Vodafone, Axis Bank, Hero MotoCorp, Videocon, Air India, Kodak, Yahoo, KFC, Starbucks, Motorola and many more. All these brands have undergone rebranding exercise in the recent past with a logo change. A Brand symbolizes one of the most vital assets to a company. A Brand may be personified by its name, logo and slogan that portrays a means by which consumers identify and reminisce the brand. With the surge in market competition, various companies choose to undertake rebranding exercise so as to revitalize themselves or to get a makeover. This has become important either due to change in the consumers choices and demand that is not getting communicated by the existing brand image or the product is being modified and improved which is not getting reflected by the existing brand elements. It has been observed that rebranding has been an increasing phenomenon worldwide, no matter whether it is a necessity, luxury, real or even cosmetic (Kaikati and Kaikati, 2003).

1.2 Conceptual Background of Branding and Rebranding

“A product is something that is made in a factory; a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is always unique. A product can be quickly outdated; but a successful brand is timeless,” (Stephen King, 2009). Brand is a persona that pinpoints a product, service or company (combination of name, term, sign, symbol, or design) and the way it connects to its key constituents, i.e., customers, staff, partners and investors. In the words of American Marketing Association, a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a
family of items, or all items of that seller. If used for the firm as a whole, the preferred
term is trade name." In principle, whenever a marketer creates a name, logo or
symbol for a new product, he or she has created a brand (Keller, Kevin;
Parameswaran, M.G; and Jacob Issac, 2011). In fact, many practicing managers refer
a brand as something that actually creates a conversation in the marketplace and also
on the social web. Thus, according to the AMA definition, brand creation is to
strategically select a name, logo, symbol, package design or other characteristic that
classifies a product and differentiates it from others. Certain companies use their
brand name for all of their products such as Samsung, LG, Sony or even General
Electric, whereas there are many others who assign specific brand name to their
different products. For example, Food Bazaar has it’s various private label brands or
even organizations like P&G with its various products and independent brand names
like Pantene, Tide or Pampers or an example of an international brand can cited such
as Macy’s own brands Alfani, Charter Club and Club Room Brands. There are also
brand names based on people’s names like Estee Lauder cosmetics or Porsche
Automobiles or names based on places like Santé Fe Cologne and British Airways
and also names based on animals / birds like Mustang automobiles, Dove soap and
Greyhound buses. In the “other,” category we find Apple computers, or Shell gasoline
(Keller, Kevin, Parameswaran. M.G and Jacob Issac, 2011).

Branding means much more than just giving a name to a product/service and
imprinting with a mark of a business house. Brands are created after a thorough
research of understanding consumers’ preferences, market segmentation and product
differentiation. As companies seek to fulfill better the expectations of the specific set
of customers, they concentrate on providing those identified specific customers,
consistently and repeatedly, with the ideal combination of attributes- both tangible
and intangible, under feasible economic conditions for their company. Thus, the first
task in brand analysis is to define precisely all that the brand injects into the
product/service and how the brand transforms it (Kapferer, 2001). Marketing
communications are done not merely to shape brand recognition, but also set
standards for the company to maintain.

In marketing, one vital change in the present-day includes the histrionic growth in the
ways in which consumers can express their selves and individualities. One of the vital
reasons behind such change has been the growth and development of unique concepts such as one-to-one marketing and mass customization, which has not only extended approachability to the conventional ways of self-expression such as cheering for favourite sport teams and music groups, wearing iconic brands or developing hobbies but at the same time also introduced a variety of new and ground-breaking layouts where the customers can find their voices heard, for e.g the social networking sites like twitter handle or Facebook. This trend has compelled several business conglomerates to rebrand and get a makeover of their products/services. These organizations, while conducting the exercise of rebranding, emphasize on concentrating on the functional attributes to how they fit into a consumer’s lifestyle. These rebranding exercises are received very well by business houses who are of the opinion that by revitalizing their brands, they are ready to face a tough fight in the marketplace and earn a respectable market share too.

1.2.1 Types of Rebranding

In organizations, rebranding may take place at three separate levels- corporate; strategic business unit & product level. Muzellec et al.(2003) stated that rebranding in an organization can take place on the corporate level, the business unit level, and the product level. The most perilous amongst the three is the corporate level which involves the firm’s identity as a whole. Daly and Moloney(2004) presented a rebranding range made up of three categories: minor changes, intermediate changes, and complete change. Minor changes center around aesthetics and diverges from a revamp to re-energizing the brand’s look and appear updated. Intermediate changes emphasizes on rearranging and uses marketing diplomacies for example it cashes on the customer service strategies and communication platforms to favourably move an prevailing brand name, and provide a new image. Complete change involves getting a new brand name with a new design and all the required marketing communications are employed, including the social media to spread awareness among all the stakeholders of this change. Precisely, rebranding can be characterized into different categories based on name, logo and slogan change. As mentioned by Stuart and Muzellac (2004), there can be five types of rebranding: a new name and logo, a new name, a new logo and slogan, a new logo only, and a new slogan only.
Corporate rebranding denotes rechristening of the entire corporate entity, often indicating a key strategic change. It aims to change the perceived image and to reflect a change in the core identity of a company, (Muzellec et al, 2004). For example Hong Kong and Shanghai Bank is now known better as HSBC Bank. Corporate rebranding comprises of four broad drivers: a modification in the structure of ownership, an alteration in corporate strategy, a change in competitive position, and revolution in the external environment. Changes in the structure of ownership is one of the most common and compelling cause of rebranding with M&A at the top (ibid). Thus by associating a new product with an established brand name is the real essence of corporate rebranding. Corporate rebranding differs from family branding. Family branding concept is applicable only to a particular family of products/services whereas corporate rebranding can be used for every products/services offered by an organization.

Rebranding of SBUs may also happen within big organizations where a subsidiary is named exclusively so as to create a separate identity from the parent organization. Citigroup’s decision to use the Smith Barney brand for its reserved client can be an example. In addition to all the above, rebranding also takes place with individual products. This can be a strategic move motivated by the desire to brand globally and to take advantage from the growth of brand awareness across geographic boundaries. However the most difficult task is to influence the employees who have spent long duration with the brand and are highly loyal as well as habituated with the brand.

1.2.2 Process of Rebranding

The process of Re-branding is similar to ‘giving birth.’ Rebranding process is an exercise of creating a new name illustrating the differentiated position in the mind set of shareholders and also occupying a separate identity from its competitors (Muzellec, Doogan, and Lambkin, 2003). It is a very complex process and highly time consuming than the companies can actually anticipate. A change in the corporate name may augment market recognition and appreciation and cause a rise in the stock market value of the newly rebranded firm (Horsky and Swyngedouw, 1987). As mentioned above, the most crucial factor in successful rebranding is to incorporate rebranding among the employees of the firm. One way to reduce any sort of anxiety among the employees is to involve them in the planning stage of creating a new name (Daly and
Moloney 2004). This will not only keep them motivated and but enable the company to gain support and assurance from the employees, and also familiarize them with the company’s new policies and procedures. In order to spread the new brand message throughout various levels within the company, organization needs to strategically develop communication and training program (Kaikati, 2003). For the external stakeholders, the company might strategize on creating promotion packages for customers and journalists (Griffin, 2002). Each rebranding process should be evaluated with regards to its initial goals Stuart and Muzellec (2004) and possible changes made if they become evident. Daly and Moloney (2004). Therefore, before and after rebranding, research is essential. Moreover the organizations undertaking rebranding exercise should keep in mind that continuity and consistency is very important. Kaikati (2003) suggest that rebranding process comprises of rebranding, re-structuring and re-positioning whereas Muzellec and Lambkin (2006) suggest that rebranding ought to include rebranding factors, goals, and rebranding process. According to Hatch and Schultz (2003) corporate rebranding requires interaction between marketing, human resource management and strategy.

Each time when the PLC curve displays a declining trend it indicates that there is a change in the market trend. With the changes in consumers’ lifestyle and rival competitors entering the marketplace, certain brands’ attributes may not appear as appealing as it was before and purchasing decisions may become incompatible. Rebranding may be provoked by this sort of outrage. In some other situations, a fresh start sometimes aids to revitalize an old brand. Experts suggest for rebranding, it is important to start the process with a well thought-out research about current customers’ needs, their opinion about the company, competitor’s products and services, employees’ opinion of the company and the brand. Therefore, rebranding is not merely a series of design but an important cultural change where the entire organization gets drenched and hence necessitates arduous research and analysis and followed with strategic insights at different points that defines the new brand.

The process of rebranding requires clarity in organizations’ missions and objectives so as to have the anticipated results of rebranding. Logo, which is the apex of an organization’s image is by far the most integral component to initiate the rebranding
process. Therefore, before an organization considers taking up the rebranding exercise, they need to answer the following questions:

(a) What the brand in question is trying to accomplish?

(b) How does the name of the brand in question addresses the target market?

(c) How effective are the existing marketing communications?

(d) What are the strengths and weaknesses, the timeline and the budget?

The answers to the above mentioned questions shall help to form a strategy for rebranding. Rebranding requires discovering company ethics and collecting the feedback from the stakeholders down from the surface. Moreover rebranding also requires critical analysis of what the renewed brand needs to meet so as to fulfill the company’s objective and missions, thereby re-connect with its’ existing audience and also target the new ones.

Today’s market is not simply witnessing increased competition and brand wars, but also struggling to gain attention. With the media being fragmented, there is a surge of visibility and transparency and specially with the growth of social media platforms, there is no scarcity of audience generated content. These days brands are not owned solely by their organizations, but by their stakeholders. Therefore it is very important to send across authentic and consistent communication regarding the newly rebranded positions to their customers, both existing as well as the prospective ones and all other stakeholders so as to strategically keep them emotionally engaged.

1.3 Research Studies Carried on Rebranding

There has been an increasing interest in rebranding from both, academia and the corporate. Several research scholars have explored into the context of rebranding and found quite a number of research studies have been conducted on the same. Some of those studies conducted on rebranding are noted in Table 1.1 below.
### Table: 1.1 Major Rebranding Studies

<table>
<thead>
<tr>
<th>Study</th>
<th>Purpose</th>
<th>Design</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ewing, Fowlds &amp; Shepherd (1995)</td>
<td>Analyze the strategy of repositioning a brand with an established but undifferentiated position.</td>
<td>Archival data</td>
<td>Rebranding plans are considered to be a long term battle. Voice of the customers are extremely crucial for brand building.</td>
</tr>
<tr>
<td>Keller (1999)</td>
<td>Encapsulate the rebranding processes, brands and the impacts on customer based brand equity.</td>
<td>Theory</td>
<td>Effects of any marketing activity are inescapable and seem to be conditioned by the nature of the brands involved.</td>
</tr>
<tr>
<td>Muzellec, Doogan and Lambkin (2003) &amp; Daly and Moloney (2004)</td>
<td>Explore the occurrence of corporate rebranding</td>
<td>In-Depth Interview</td>
<td>A corporate rebranding was proposed using the renaming context</td>
</tr>
<tr>
<td>Stuart and Muzellec (2004)</td>
<td>Comprehend the types of changes and evaluation of corporate rebranding</td>
<td>Archival materials</td>
<td>Analyzed the reasons for rebranding, classified the changes and suggested evaluation guidelines</td>
</tr>
<tr>
<td>Melewar, Hussey and Srivoravilla (2005)</td>
<td>Investigate the rebranding process from the perspective of corporate visual identity</td>
<td>Archival materials</td>
<td>There are positive feedbacks on rebranding, but some confusions still remains on its branding procedures.</td>
</tr>
<tr>
<td>Hankinson and Lomax (2006)</td>
<td>Evaluation of the staff knowledge, attitude and their behavior</td>
<td>Quantitative Survey</td>
<td>Summary of employees’ knowledge, attitudes and behaviour</td>
</tr>
<tr>
<td>Muzellac and Lambkin (2006)</td>
<td>Understand the drivers of rebranding and its’ impact</td>
<td>Descriptive data; In-depth interviews</td>
<td>Structural changes are the main reason of rebranding</td>
</tr>
<tr>
<td>Alshebil (2007)</td>
<td>Understand the perception of consumers towards logo changes</td>
<td>In depth interview and survey</td>
<td>Dealing with the methods of rebranding</td>
</tr>
<tr>
<td>Andrews and Kim (2007)</td>
<td>Understand the factors that influenced the rebranding of MNC brand with a negative publicity.</td>
<td>Quantitative surveys</td>
<td>Summarized on improvement techniques of advertising, introduced improved innovative products, accompanied by warranty programs</td>
</tr>
</tbody>
</table>

Source: Authors’ compiled study
1.4 Importance of the Study

Most of the research studies conducted on rebranding with name changes or logo changes, are highly focused on the financial performance. These studies didn’t emphasize on how the consumers reacted to such rebranding exercise, especially with a logo change. Most of these studies were carried out by industry practitioners. There were very few academic research works conducted on rebranding. Those few academic studies that existed concentrated on the effect of rebranding on stock market.

The research on name changes usually shows that firms that change their names would tend to signal to the market that there is something underway rather than indicating a pure cosmetic change. Howe (1982) cited an event study to scrutinize changes in name for 121 companies during the year 1962-1980. The study observed that there were no noteworthy changes in the stock market post the name change exercise. Likewise another case study was cited by Horsky and Swyngedouw (1987) using 58 organizations to learn the effect of a company’s name change announcement on the stock market. The conclusions of this event study displayed positive performance largely in terms of abnormal returns and the exercise of change in name threw cues in the market that certain changes are underway. In certain circumstances, rebranding exercise or name changes bring in greater effect on the performance of both consumer products and also industrial products. Another study was conducted by Kharbari et al., (2004) where he had cited some successful and unsuccessful firms of Malaysia between the year 1984-1996. The findings of this case study says that name changes of these Malaysian firms didn’t bring any encouraging stock market reaction unless it was accompanied by other firm undergoing the same process of rebranding exercise.

After the dotcom boom there were several organizations which had undergone name change exercise. Lee (2001) found those organizations that changed their names to dotcoms revealed remarkably positive rise in stock prices. Moreover, there was also significant rise in the trading activity for those organizations where rebranding or name change were announced with other firm strategies. Similarly, encouraging reactions of stock price was also observed by Cooper et al. (2001), post the name
changes to dotcom organizations. These changes did not indicate any announcement of negative theme. Though both the studies were carried out prior to the dotcom burst, some of the results were probed by the authors as the studies appeared more like an investor mania reaction rather than market oriented or understanding from the consumers’ perspective about the exercise of name change.

Through this study, the researcher is hopeful to augment a better understanding of consumers’ perceptions of rebranding, especially towards logo changes by examining what they undergo when exposed to a logo change of an established brand, particularly when it comes in terms to cope with this change. It investigates the topic of rebranding, which is a highly debatable issue among business, press and practitioner journals, both in India and abroad. The prime focus of this study is to understand the perception of consumers towards rebranding with logo changes. One of the major purposes is to comprehend the consumers’ perceptions of rebranding towards logo changes by scrutinizing what they go through when exposed to a logo change of their known brands and understand how they deal with the change. Several organizations, these days undergo the exercise of rebranding so as to face the challenge of ever increasing competition. These organizations get a facelift or a makeover by this revitalization exercise.

1.5 Rebranding Cases of India

India too witnessed several rebranding of business houses and products/services. Since 2005, many companies in India took to rebranding exercise such as UTI, Air Deccan, Zee TV, Godrej, Shoppers’ Stop, CCD, HUL and many more. The reasons behind the rebranding of these business houses are all different from the other. The details of some of the Indian brands that has undergone rebranding exercise are given below.

1.5.1 Bank of Baroda

In the year 2005, Bank of Baroda underwent a rebranding exercise primarily so as to get a makeover. Usually in any nationalized banks, such rebranding exercise is a rarely seen task, specially in India. Bank of Baroda despite having more than 97 years of untarnished history, transported in an 'adaptive change' as opposed to a 'technical change' It is equally important to practice the concept of branding even in financial sector, as big investors are being extremely cautious while making large financial
transactions in the current economy. Financial institutions like banks perform successfully, if the customers are eager to transact large sum of money without any hesitation.

The exercise of a comprehensive makeover of BoB was done in 53 days and on 6th June, 2005, the new brand was introduced. The earlier BoB brand had very poor recall value because people had a much cluttered image of the bank in their minds. Now with the revitalized brand, BoB generates a very bright image with a high recall value. BoB’s new logo sporting double B and the rising sun, reveals Bank of Baroda’s high spirit, energy and humility. The new logo conveys that like the sun of BoB is omnipresent. Among new improvements brought in by rebranding, BoB introduced mammoth technology orientation along with few new products or product related services. A new service called 24-hour banking was introduced after the rebranding exercised. It was the among first PSUs to start with 8 am to 8 pm banking services. BoB also had an expansion plan to set up an increased number of ATM centres and as well as branches across the country. The bank also tied up with HP for technological reforms.

Rahul Dravid was roped in as brand ambassador for the commercials. Alike Dravid’s Mr. Dependable image BoB is also perceived as a dependable bank. BoB maintains consistency across traditional and modern banking and post rebranding.

Very soon, the management of BoB could witness the fruits of successful rebranding. Even the skeptics started discussing positive results of BoB rebranding. With the opening up of foreign players, the competition in the banking services became highly tough. The strategy that is followed by Bank of Baroda focuses on promoting the values of the bank to its customers, existing as well as prospective

1.5.2 Axis Bank

UTI Bank decided to change its name to ‘Axis Bank,’ in the year 2007. This decision was prompted because the bank was permitted to use the UTI Brand for free only till January 2008. Along with the name change exercise, there was a change in its existing logo. The Ogilvy & Mather (O&M) was hired by the bank to plan, work out the design and execute the rebranding operation. This well thought out integrated marketing communication campaign made efforts to assure the bank’s clienteles that
apart from the name and logo change, there’s truly no other change and that the existing customers could anticipate the similar level of service from the bank which was extended earlier. To put forward the rebranding communication, the campaign was created on the theme of identical twins which was launched on numerous media platforms which not only included the conventional media channels but also the new media and even the 2,500-odd ATM outlets of the bank widely spread across the country. Further to the IMC activities mentioned, the bank communicated its name change to its clienteles well ahead of time so that they don’t fall victim to phishers.

It may be noted that in present day, rebranding is very common practice conducted by organizations dealing in consumer products/services and those in industrial products/services. In banks, rebranding has taken place earlier too following M&A however this was the first example where a bank had willingly steered the rebranding exercise, detaching a well-recognized brand. Industry experts pointed out that a huge investment was done by the bank to carry out this task of rebranding.

The newly launched Axis Bank started functioning with a very sound financial position. To begin with, the bank launched a good portfolio with impressive strategies for the future. The focus of the bank would remain on commercial banking and would also emphasize its asset management business.

1.5.3 Hindustan Unilever Limited

In the year 2007, there was yet another rebranding of the country’s leading Fast Moving Consumer Goods (FMCG) company, Hindustan Lever Ltd. (HLL) to 'Hindustan Unilever Ltd.' (HUL) taking on the name of its parent company Unilever. The company anticipated to earn profit from the global brand positioning of Unilever without compromising on its indigenous legacy. The FMCG giant had more than five decade old heritage in India. The first Indian subsidiary of Unilever was formed in the year 1931 which was known as Hindustan Vanaspati Manufacturing Company. However, the products from the house of Unilever were available in the Indian market much earlier than the formation of the Indian subsidiary.

As Unilever worldwide re-branded themselves, incorporating a vibrant vitality into their profile, Hindustan Lever too transformed into Hindustan Unilever. The challenge was to revitalize a workspace that was backdated, neutral and uninspiring to many; to
create the perfect dichotomy of inspiring both hard work and camaraderie. However revitalizing workspaces involved not merely a change of physical elements, but complete overhaul of environment, mindset and mood. The approach was to interact with the various product teams to understand their personalities and in turn create environs which supported their individual work culture while encouraging interaction and vitality.

In the Indian soil, the largest FMCG player revitalizes two of its heritage brands in search of spaces to occupy in the food space. In January 2015, HUL took out a major overhauling with one of its oldest brand Brown and Polson with its eye-catching outdoor advertisements. Images of a rich layer of custard covering a bowl of sundae or a cupcake were all across Mumbai including the busiest stations of the Mumbai Metro. The brand has been the part of the FMCG major, HUL, since more than a decade and half however the hustle and bustle with the brand now is because HUL has been targeting to make it big in the food sector. The Company could not achieve much success in this sector unlike its rival ITC.

1.5.4 Shoppers’ Stop

Shopper Stop, one of India’s oldest retail chains, also underwent the rebranding exercise in April 2008. The focus of this rebranding was to reposition the store to a luxury store so as to attract young customers and also to augment its market value. The management of Shoppers’ Stop were of the opinion that their customers are changing; they are getting younger and their preferences are constantly evolving. Therefore this repositioning was the need of the hour move for the retail chain. The rebranding exercise was essential so as to introduce a new identity to the retail chain as a part of their marketing strategy keeping in line the changed paradigm of consumers, new shopping practices as well as technology investments in CRM and analytics.

1.5.5 Godrej

Godrej, an iconic brand with more than 116 years of successful business in the Indian market also went for a makeover. A company having more than 30 product categories present with more than 100 products in the market starting from locks to toiletries, homes to animal feeds and even the sophisticated rocket engines got a facelift.
Despite a brand of trust and reputation, the company realized that it was in danger of being identified with the past, especially by the youth. Godrej decided on total rebranding exercise that began with a change in logo. The famous logo of Godrej which was actually the founder Ardeshir Godrej’s signature was infused with animation and colours to give it a more contemporary look. Instead of totally changing the brand image of an established organization and estranging its loyal base of customers, the company decided to change the colour used in the new logo of Godrej in vibrant shades of ruby, blue and green. The previous logo of Godrej epitomized the features of quality and trust. The new logo was given a fresh up-to-date look to reveal the innovative positioning of “Brighter Living”. The colours used in the new logo could connect with the new gen and at the same time maintain its loyal base of customers. The mindset of Indian consumers are changing and are much more demanding. The trigger behind the rebranding of Godrej with a logo change and vibrant colours lies in this thinking.

The company is focused on augmenting the brand’s emotional appeal by leveraging across multiple products and services within its portfolio. It has invested in huge for creating campaigns not simply to cater to the youth, but to change the general perception among the masses about the master brand Godrej. It was perceived that Godrej is mainly into locks, steel almirahs and soaps. Through the rigorous marketing campaigns the brand Godrej communicated that they are into real estate developments, chemicals, agri-products, appliances and high tech businesses; they also supply plant and equipment to the petrochemicals and oil sectors, nuclear power industry and space programme. To draw attention to the hi-tech and sophisticated products in to its portfolio, the company roped in Bollywood superstar Aamir Khan as brand ambassador.

The Godrej group decided to tread carefully with social media. Various business houses endeavor to connect with consumers via social media platforms by delivering blatant promotions. But the target audience react in a negative manner with the brands’ products/services. With measurement metrics, the company closely monitors the Internet, Twitter and Facebook to see what the young population, known popularly as ‘Gen Y,’ are posting about the company and its various brands. Getting
into the digital realm has helped the company obtain correct feedback about the attitude of the youth and how they are faring in connotation with the brand.

Post rebranding since last 5 years, Godrej witnessed a jump of 30-35 percentage points in the purchase disposition of consumers. Therefore we can note that brand revitalization can be necessary even for an established brand like Godrej. The rebranding case of Godrej can be set as an illustration that if a brand gets old and seem worn out, we don’t have to actually lose out. For an heritage brand like Godrej, it is very important that they should get a makeover and change with the new paradigm in order to stay appropriate with the times.

1.5.6 Café Coffee Day

The country’s popular coffee chain and a quick service restaurant (QSR) Café Coffee Day (CCD) is a favourite hangout for male and female between the age group of 15-29 years, belonging to the middle or upper middle class of the society. The brand’s core values centers around a feeling of friendship and togetherness in an informal settings over a cup of coffee and festivity. Accordingly the café settings, the look and the feel inside is retained. With the increased disposable income in the hands of the new gen, customers do not mind shelling out money over a cup of coffee

In the year 2010 -2011, Café Coffee Day (CCD) with an investment of Rs 150 crore, planned to roll out 180 outlets and expand its standalone outlets to 2000 outlets by the year 2015. The investment included rebranding exercise along with revamping the outlets into lounges and squares. A noteworthy change brought by rebranding exercise is the makeover of the well-known square CCD logo to a ‘Dialogue Box’, with the words ‘Café Coffee Day’ engraved in a distinct, specifically shaped font, that signifies the company’s motto of providing a impeccable place to unwind and converse.

The First Café Coffee Day logo was a bright red cube with a green stroke above 'e' in 'Café Coffee Day'. The word 'Café' was made to appear dominant to indicate Café Coffee Day's introduction of 'Café culture' in India. The font used for 'Café' is called SLURRY - the font looks as though the letters have congealed or coagulated out of liquid. The current logo includes a dialogue box which highlights the connection between 'coffee' and 'conversations.' This logo also reflects their current tag line, "A lot can happen over coffee." In addition, it includes all new smart menu, take away
dining, comfortable seating arrangements suiting the taste of modern day furniture
design and new dress code and changed cutlery. These changes are planned to enable
interactive and rich in-café experience for clienteles and augmented customer service.
Taking note on other important elements of the brand CCD, such as food, music,
pricing, in-café atmosphere and promotional activities, CCD has generated a clean
and friendly café environment that offers admirable range of products which are
reasonably priced. The trigger for conducting this rebranding drive started as a
consumer-insight exercise to figure out the expectations and demands of consumers
from CCD as a brand. It was found that consumers see the CCD brand as a place
where conversations actually takes place. The brand draws aspirations globally and
wishes to position itself as culturally neutral and globally relevant.”

1.5.7 Zee TV

In the year 2011, Zee TV announced their rebranding campaign. In this rebranding
exercise, the brand sought to earn a new individuality by introducing a new logo with
a new tagline ‘Umeed se Saje Zindagi.’ Zee TV’s innovative positioning is about
merriment of womanhood and replication of her new expectations, visions and
positivity, which is very well captured by this new tagline. The colour used in the new
age designed logo is aqua blue with stylish font and its upward curve signifies the
upward movement of desires and modern day woman’s confidence to go out in the
world beyond her home. The overall design has a progressive feel and reflects the
idea of looking into the future with hope and depicts a more dynamic and spirited
outlook. Zee TV has closely collaborated with its creative agency Draft Ulka to
develop the new corporate brand TVC. The Zee Network undertook the biggest BTL
activity for viewers to be a central part of its new brand identity exercise. It mobilized
millions of viewers from all around the world to make them feel special and
participate in unveiling the logo at the ‘Umeed Ka Naya Chehra’ event in Mumbai.
Zee TV’s new brand identity is being launched with an advertising campaign and a
360 degree media approach.

Media multinational Zee Entertainment has embarked on a corporate rebranding
exercise unveiling the new logo. A massive amount of Rs 10 crore has been invested
on this makeover on this exercise. Since the launch of the channel, Zee has always
showcased contents that has made the common man its superstar. The reasons behind
this rebranding exercise was of course to capture more eyeballs and increase visibility, obtain the top position among the entertainment channel category, to celebrate the spirit of women, increase viewers’ recall and bring about a desired change in the programming that viewers demand today.

1.5.8 Kingfisher Red

In the year 2007 there was yet another rebranding exercise in India when Air Deccan merged with Kingfisher Airlines. According to the rules of Indian aviation, domestic airlines are prohibited from flying on international routes unless they functioned in the domestic market for five years. Therefore, it was decided to join hands with Kingfisher Airlines and subsequently Deccan Aviation would be rechristened as Kingfisher Airlines. The parent company of Kingfisher Airlines, known popularly as UB group picked up a 26 percent stake from Deccan Aviation, the parent company of Air Deccan. Since Air Deccan was the older of the two airlines, and therefore would be the first to qualify for flying on international routes. The merger became effective from April 2008, with Vijay Mallya becoming the Chairman and CEO of the then newly acquired company, while G. R. Gopinath became its Vice Chairman who earlier owned the Air Deccan. The combined fleet of 71 Airbus A 320 and ATR aircraft operated 537 flights to 69 Indian cities taking advantage of synergy benefits arising from a common fleet of aircraft that improved financial prospects for both carriers. Kingfisher Airlines continued to serve the corporate and business travel segment while Air Deccan focused on serving the low-fare segment.

After the acquisition by Kingfisher Airlines, Air Deccan was renamed "Simplifly Deccan" with the new tagline, "The choice is simple". The earlier logo was substituted by the Kingfisher logo and Simplify Deccan was transcribed in the same font as of Kingfisher Airlines. The earlier yellow and blue colors of Air Deccan were replaced by Kingfisher Airlines's red and white, to give the same premium look. The check-in counters at airports as well as the crew uniforms now had the same red and white colors as those for Kingfisher Airlines. The new look airline also promised excellent on-time performance and a wider network. Check-in staff were not outsourced, but managed by the airline's own employees, to increase accountability and improve service delivery. Changes were also made in the flight schedule of Simplifly Deccan airlines so as to better align with that of Kingfisher Airlines. The
new airline slowly phased out the ageing ATR 42 and A320 planes and replaced them with new aircrafts. According to agencies, the cost of this rebranding was around Rs 150 million. In August 2008, the airline announced further changes in its branding to Kingfisher Red and said that it will begin operating under Kingfisher's IATA code IT.

1.6 Rebranding and Consumers’ Perception Towards It

Rebranding is simply not a colour change or some design change in the logo. It encompasses the whole thing from customers’ experience to quality, look and feel of the name change, the perception of stakeholders towards the brand, its makeover, colour used in the changed logo, post-purchase customer care, retail environment, both online and offline, the attitude and voice of communications and many more. Perception is a method in which an individual chooses, organizes and infers stimuli, which are later filtered and accustomed to become one’s own view of the world (Solomon et al, 2006). To understand whether a business is going in the right direction, it becomes imperative to gauge the customers’ perception towards a business, its product offerings or services. The exchanges that takes place between the customers and the business will have impact on the customers’ views and images of the business organization, whether a bank, retail stores, experiences with aviation or cellular services, automobile or even with a durable product. The new age customer of a bank is more demanding than it was few years ago (Light and Kiddon, 2009). Therefore it becomes important for the bank to ensure their brand trust because any slackness in services or product offering will lead to incorrect information flow. Communication network in the society today is tremendously fast than ever and that upsets both, the customer and the bank. High brand equity contributes to a better competitive edge (Kotler et al, 2010). It is within this rapidly changing environment that customer satisfaction and service quality are compelling the attention of all business organizations because customer demands have become increasingly sophisticated (Light and Kiddon, 2009). Marketing activities are undertaken with the goal of changing or reinforcing the consumer mindset in some way. This includes thoughts, feelings, experiences, images, perceptions, beliefs and attitudes towards a brand (Aaker, 1991). The value of the brand and the effectiveness of marketing events undertaken to touch the consumer mindset about a brand, is therefore often measured
by evaluating changes in perceptual responses on advertised attributes (Romaniuk and Nicholls, 2005).

1.7 Rationale of the Study

As mentioned earlier, very few academic studies were done on rebranding. Several studies were done on logos exclusively, which showcased the importance of obtaining the customers’ response on logos and logo changes which are unnoticed many times (Kohli, Suri and Thakor, 2002; Hem and Iversen, 2004). There are couple of studies that looked directly into logo changes (Pimental and Heckler, 2000; Walsh, Page and Mittal, 2006) It was found from the previous study that shoppers usually preferred no logo changes, however they accepted the brand with minor changes. Walch et al (2006) on the contrary observed that highly brand committed users had more negative attitudes toward the brand after the logo change, whereas weakly committed customers had more favorable brand attitudes towards the change in logo. There are no research as far as consumers’ thoughts and reactions towards logo change is concerned. Therefore researcher proposes to study the perception of consumers towards rebranding, specially with logo changes. The researcher also made efforts to understand consumers’ minds especially when they are exposed to rebranding with logo changes. With that intention, the researcher proposes the rationale of the study.

1.8 Organization of the Study

This research was conducted with an aim to have an enhanced understanding about the effect of rebranding in the consumers’ minds. For this purpose four specific cases of rebranding were taken to conduct the research. It includes, Airtel, Videocon, Hero MotoCorp and Yahoo. The data was mainly collected through a structured questionnaire from primary sources. Initially few focus group discussions were conducted followed by questionnaire method. Since the mode of data collection was online, therefore data was collected from across the country. In this study an attempt was made by the researcher to understand whether post rebranding, there occurs any preference change among the current customers; the impacts on the customers’ perception about the brand in question; whether the organization went for major overhaul or there was a minor change and in that process its impact on consumption process.
1.9 Report Layout

This report has been divided into five chapters. Chapter 1 is “Introduction” that provides the detailed introduction with the concepts of branding and rebranding; different types of rebranding, different rebranding strategies adopted by companies worldwide from time to time, and specific information about few rebranding cases in India. Chapter 2 comprises of “Review of Literature,” which discusses the review of past research studies conducted on rebranding and its impact on the consumers’ perception. All these have been collected from various sources including books, magazines, journals, both national and international as well as the web which has been reviewed extensively. This is followed by Chapter 3, “Research Methodology,” that discusses the purposes of this research study and the methodology of research adopted in the study. In Chapter 4, “Findings and Analysis,” results of the facts are presented in tabular forms and graphs. The study deals with four cases of rebranding of the recent past. The researcher has divided this chapter in four parts- each dealing with independent cases of rebranding like Airtel, Videocon, Hero MotoCorp and Yahoo! The data collected are analyzed with statistical tools, hypotheses of the study are tested and later the results are discussed. Finally Chapter 5, “Conclusions and Recommendations,” comprises of conclusion of the study and the recommendations for the business houses which seek to take up re-branding exercises in future, based on the results of the study conducted.