

LEARNING REBRANDING FROM EXPERIENCE OF –2007

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Declaration

We hereby declare that the paper titled “ Learning rebranding from experience of 2007” is our own work and that to best of our knowledge is original and true copy. No material is previously published or written by any other person.

With regards,

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Abstract

Key words- Rebranding, consumer's loyalty, brand, company's image, potential benefits, and Rebranding experience.

WE live in an age when attitudes are not to be simply kept deep within but must be slipped on as a T-shirt or footwear. And company names need not be anything to do with the promoters but are to reflect ideals even if unreachable.

When a brand owner revisits the brand with the purpose of updating or revising based on internal or external circumstances. **Rebranding** is often necessary after an M&A or if the brand has outgrown its identity/marketplace. The decision to rebrand is about much more than a change of logo, and should not be taken lightly - it can mean making changes to the very heart of a company. New year, new logo. As makeover mania takes hold, some of the world's most iconic brands are starting the year with a new look. ITV has ditched its yellow and blue boxes, computer chip maker Intel has introduced a new strapline, and telecommunications giant AT&T has undergone a facelift. Like any image overhaul, a rebrand can enable a company to update its message, signal a change in direction or appeal to new audiences. For every business, the health of its brand is key to its success. "The brand is the emotional heart of the business," says Clare Salmon, director of marketing and strategy at ITV. "If the heart stops beating, the beast is going to die." For ITV this is its fourth rebrand in the past 10 years; the latest aims to give the broadcaster more clarity in the digital TV landscape. Intel is casting off its 37-year-old logo, "Intel Inside", for the more futuristic "Intel. Leap Ahead" and AT&T has a new identity to expand its appeal in the global market. But as brands cast off the old, they could be waving goodbye to loyal.

Rebranding is about striking out one dictionary meaning and inserting another, rebranding should "create some surprises" around the brand, inviting consumers to reassess their opinion. The **risks** of a rebrand can be huge, but get it right and it can boost and refresh a business. James Murphy, chief executive of advertising agency RKCR, worked on an overhaul of retailer Marks & Spencer at a time when the company was on its knees. Retail tycoon Philip Green was bidding for the company, and no less than a "symbolic refreshment of the whole business" was needed. The new logo "Your M&S" was the result, and it has helped turn the company around. Successful rebrands are about balance. The value of the brand remains while signalling a change in direction. "It should be about a positive evolution not a desperate revolution."

A frequent pastime among the big players is to engage in Rebranding, with as much fanfare and market survey as they do for changing tiles in their bathrooms.

The main **objective** of paper is to know when, why and how to rebrand. I have tried to find answers to few questions: What is original brand and what to change in it? What are drivers of rebranding? What are the issues that lead to decision of rebranding? What are the potential benefits of rebranding? Can rebranding hamper a company's image or working? What are the strategies of rebranding? How many companies have undergone process of rebranding in 2007 under what circumstances? What is the impact of rebranding on consumers loyalty?

In year 2007 many organisation's have undergone through process of rebranding. Hutch turned to Vodafone, Air Deccan to Kingfisher, new logo of ZEE Television, etc are few of the companies which have undergone process of rebranding. With this paper I have tried to highlight why, when, how, **rebranding** was adopted and how successful is it. We always learn from past and by this paper we can learn what are pros and cons of rebranding and how rebranding can be turned to success.

INTRODUCTION-

There are many different interpretations to the meaning of re-branding, and ideas on when it's called for and exactly how it should be undertaken. There are two schools of thought when it comes to the subject of re-branding. The first is that re-branding is an essential ingredient of business success; you need to re-brand in order to evolve your brand so that it keeps up with the times and meets consumers' ever-changing needs. The other, that re-branding should be avoided at all costs; after all, if brands like Kellogg's, Kodak, Coca Cola and Gillette can still be market leaders in their categories as they were in 1925, then is re-branding really necessary?

Too often companies perceive Rebranding as shallow cosmetic exercise. New color here, tweak of the logo there and throw in some nice TV ads. Corporate mergers will often result in complete rebrand. When organizations have failed to establish a brand, or have been through any kind of scandal, total Rebranding may also be in order. In these cases, the intent is to erase any previous brand identity and replace it with completely new imagery and messaging.

There are just about as many reasons to rebrand. Some of these are positive (two organization have merged or a company has significantly expanded its offering), while others are less rosy (the current brand has been tainted in some way or has become outdated).

INTRODUCTION OF BRAND, BRANDING AND REBRANDING -To start up with its very important to know meaning of brand and branding. A **brand** is the symbolic embodiment of all the information connected with a product or service. It encompasses the set of expectations associated with a product or service, which typically arise in the minds of "people" (consumers, buyers, or other target audiences). A brand typically includes a name ("brand name"), logo, and other visual elements such as images, fonts, color schemes, or symbols. In other contexts, the term "brand" may be used where the legal term trademark is more appropriate.

Branding -The art of creating and maintaining a brand. Marketers seek to develop or align the expectations comprising the target audience's brand experience through branding activities. Branding carries the "promise" to the marketplace that a product or service has a certain quality or characteristic which make it special or unique (i.e. differentiated). Whatever the mix of programs, branding techniques should be consistent and complementary when well executed.

Rebranding- 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. Re-branding can be defined as "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". 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 & 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.

Objectives of Rebranding –A company can rebrand for different reasons. Main purpose for a company to go in for process of Rebranding can be many. Some of them are as follows: -

- To create a sound strategy supported by facts related to sales and profit.
- To increase consumer loyalty
- To refresh consumers
- To enter new market trend and new product direction
- To increase share holder value
- To refresh design elements or slight naming alteration
- To attain competitive differentiations
- To re energize a company

Rebranding does not assure total success. Many companies rebrand prematurely or unnecessarily, shooting good brands in the foot instead of strengthening them.

Challenges of Rebranding-

To successfully build a brand...is to communicate your key value proposition to the key customer segment in an integrated and consistent way." The three most common catalysts for misguided Rebranding are: new executives trying to make their mark, the need for instant gratification trumping long term commitment, or organizational malaise/boredom.

Top 20 mistakes marketers make while Rebranding- and How to avoid them

Smart marketers evolve their brands over time to keep them relevant. Some do it well, while others become the target of clinical boggles. To gear you're next rebrand for success, side step these all too common mistakes:

1. **Clinging to history-** Rebranding well means staying relevant. Assumptions made when the brand was established may no longer hold true. Analyze changes in target markets when exploring opportunities for Rebranding.
2. **Thinking the brand is the logo, stationery or corporate colors-**Brand encompass everything from customer perception and experience to quality, look and feel, customer care, tone and voice of communication and more.
3. **Navigation without a plan-** Effective rebrand relies on a creative brief to keep everyone focused as the project progresses. Include section for a situation analysis, objectives, target market, budget and resources, time frame, point person, known parameters, approval structure, stake holders and metrics for assessing results.

4. **Refusing to hire a branding consultant without industry experience-** Smart companies recognize the value of a fresh perspective. It's ok to consider an agency that hasn't worked in your specific industry before.
5. **Not leveraging existing brand equity and goodwill-** Consider the needs and mindset of the target market carefully before digging into the process. Sometimes a small evolution or a new coat of paint is all that's needed to rejuvenate and make a brand relevant.
6. **Not trying on your customer's shoes-** Take the time to navigate your own website, buy your products and return something. Better yet, ask a friend family member to do so and learn from their experiences. Simply calling your receptionist can never reveal challenges customers face and inform your Rebranding strategy.
7. **The rebrand lacks credibility or is a superficial facelift-** The rebrand story must be believable given the existing brand experience and customer perception. It must also hold credibility internally. If employees who live the brand day to day don't believe, the target audience won't either.
8. **Limiting the influence of branding practice-** good branding consultants are more than graphic designers. The best ones help develop new products expand demographic focuses and even streamline business operations. Rein them in when needed, but don't limit their areas of influence.
9. **Believing Rebranding costs too much-** Good thinking does not have to come with a multi-million dollar payout. You can get good thinking and solid strategy from small and talented branding agencies, consultants and in-house talent. Consider university students or small firms for cost-effective results.
10. **Not planning ahead for adaptation** – its tempting for team members to walk away after final presentation, however his is just the beginning of the final stretch. The implementation process may require adaptation as the rebrand rolls out the. Acknowledge the need to keep the team and consultants together throughout implementation.
11. **Bypassing the basics-** The value of perfecting your physical environment, marketing materials, website, etc., is decreased if your customers languish on hold for inordinate amounts of time. If your invoices and contracts are written in 7-point legal jargon, the brand experience declines. Keep all customer touch points in mind when rebranding.
12. **Not calling the call center** -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.
13. **Forgetting that people don't do what they say-** (They do what they do.) Use caution when basing rebranding strategies on focus group-type research. Unless you're physically in the customer 's environment observing them using your product or service, you're not getting the full story. Actual observation, while not perfect, will get you a lot closer to the right solution.
14. **Getting strong-armed or intimidated by consultants-** It's the client's responsibility to reel things in when necessary. You still know the most about your brand and organization, the value of a non-immersed, fresh perspective notwithstanding.
15. **Putting the wrong person in charge** -Assuming you've hired capable-to-outstanding branding consultants, the quality of the work delivered depends on sound, knowledgeable project management. Make sure your internal point person has the skills, time and resources to drive the agency to its most effective work yet.
16. **Strategy by committee-** Too many opinions delay the rebranding process and diffuse the focus needed to achieve ROI. Keep those with critical approval authority to an efficient shortlist, and assemble the smallest, most essential project team possible. Include a mix of levels – not just executive.
17. **Rebranding without research-** There's a lot of lip service about customers, but in brand strategy sessions they're often forgotten. Current and prospective customers should

be front and center when creating solutions. After all, the customer will be your ultimate test.

18. **Basing, rebranding on advertising-** An ad campaign and a slogan do not equal brand positioning. Brand strategy should lead advertising – not the other way around. Sometimes the most effective rebrand don't include traditional advertising.
19. **Tunnel focus-**Focusing solely on your own industry can be limiting. When rebranding, cross-pollinate your thinking with what leaders in other industries are doing in regard to customer experience, retail experience and customer care. Pull in thinking from different industries and encourage your agency to do so.
20. **Believing you're too small to rebrand.** Every brand needs refreshing to stay relevant as markets evolve. Smaller companies and non-profits are not immune. Like larger brands, they too have brand positions that need to be enhanced. Define your brand or be defined.

LITERATURE REVIEW-

Learning from experience of rebranding from year 2007, we can see many companies have undergone process of rebranding. There are great examples of rebranding. In 2007 many companies like UTI, HUTCH, AIRDECCAN, BIRLAPLUS, BSNL, and HLL have undergone process of rebranding. They all had different reasons for rebranding. Axis Bank's rebranding sought to reassure the bank's customers that nothing had really changed in the bank except its name, while Vodafone rebranding tried to leverage on some of the most popular earlier ads of Hutch to introduce the relatively unknown Vodafone brand (in India). HLL's new identity will help to position in every aspect of business. The new name provides the optimum balance between maintaining the heritage of the company and the synergies of global alignment with the corporate name of Unilever. AIR DECCAN rebranding exercise is to build consumer loyalty for Deccan. No Rebranding exercise is complete without a large-scale, seen-wherever-you-go, multimedia campaign. Industry estimates place the **Hutch-Vodafone** rebranding campaign at around Rs 100 crore (Rs 1 billion), Vodafone Plc, headquartered in London, UK, was the world's largest mobile communications company by revenue. In 2006, its revenue was £29.350 billion while the **UTI Bank-Axis Bank** name change is believed to have cost the company Rs 50 crore (Rs 500 million). **HLL** had net sales revenues of Rs 121.03 billion and net profit of Rs 18.55 billion. As, Unilever PLC held a 51% stake in company. **Birla plus** went into rebranding exercise on 23rd October'07.

No Rebranding exercise is complete without a large-scale, seen-wherever-you-go, multimedia campaign. Industry estimates place the Hutch-Vodafone rebranding campaign at around Rs 100 crore (Rs 1 billion), while the UTI Bank-Axis Bank name change is believed to have cost the company Rs 50 crore (Rs 500 million).

Vodafone has operations in five continents. As of 2007, it had as many as 40 network partners and a customer base of approximately 200 million people in different regions of the world. This can be made clearer by following table: -

Cost Implementation by different companies for Rebranding (Value in crore)

Earlier	Now	Date	Value
HLL	HUL	25-Jun-07	1273
UTI	AXIS	7-Jul	50
HUTCH	VODAFONE	20 Sept. 07	200
BSNL	BSNL	1-Oct-07	90
BIRLA PLUS	ULTRA TECH	23-Oct-07	200
AIR DECCAN	SIMPLIFY DECCAN	18-Dec-07	2500

Through **benefit analysis** we can understand company's growth. The following companies had different reasons for rebranding. Reason behind these companies was not **PLC DECLINING stage**. Increase in profit depicts company's growth **and company's growth don't even depicts that this is only because of rebranding exercise followed up by companies.**

Benefit after Rebranding to Companies (Value in crore)

{Increase in net profit depicts impact of rebranding}

Company	Before (2007)	Now (2008)
HUL	1890 cr.	1914 cr.
AXIS	659cr.	107cr.
BSNL	7805cr.	9939cr.
ULTRATECH	782cr.	1008cr.
SIMPLIFY DECCAN	Loss 212	244 cr.

STUDY-

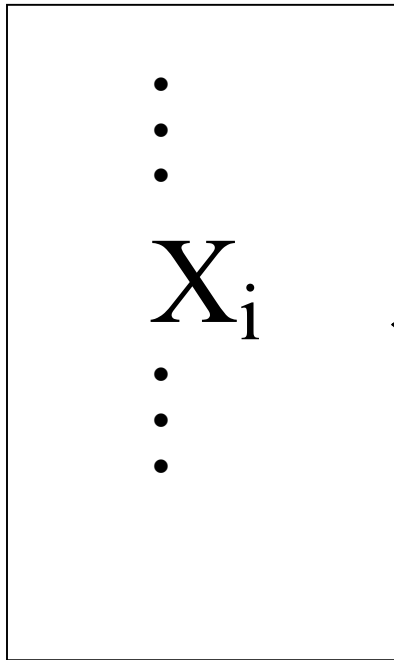
Through this paper we have tried to explain meaning of brand, branding, Rebranding. Why, when and how companies should go in for process of Rebranding. What are the precautions that should be taken to make Rebranding successful? Which are the organizations that have undergone Rebranding in year 2007? Why did they undergo Rebranding process? How much cost was implicated for Rebranding? What are the challenges for Rebranding process?

So let's examine the different ways that a company may re-brand itself, which can be categorized as follows:

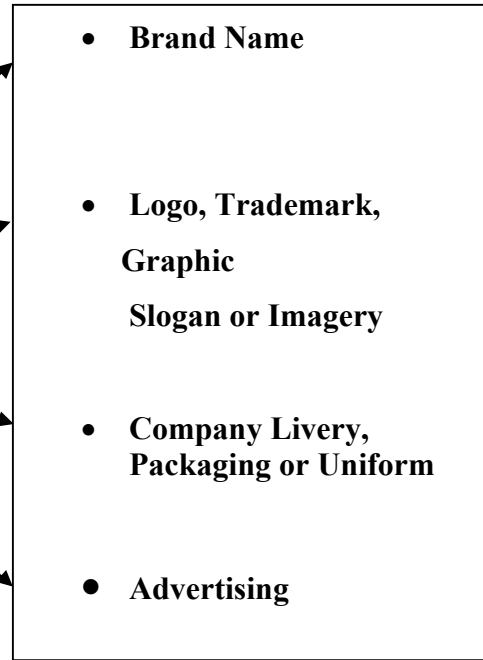
- (i) The brand name**
- (ii) The logo, trademark, graphics, slogans or imagery**
- (iii) Company livery, packaging or uniforms**
- (iv) Advertising**

MODEL OF THE STUDY

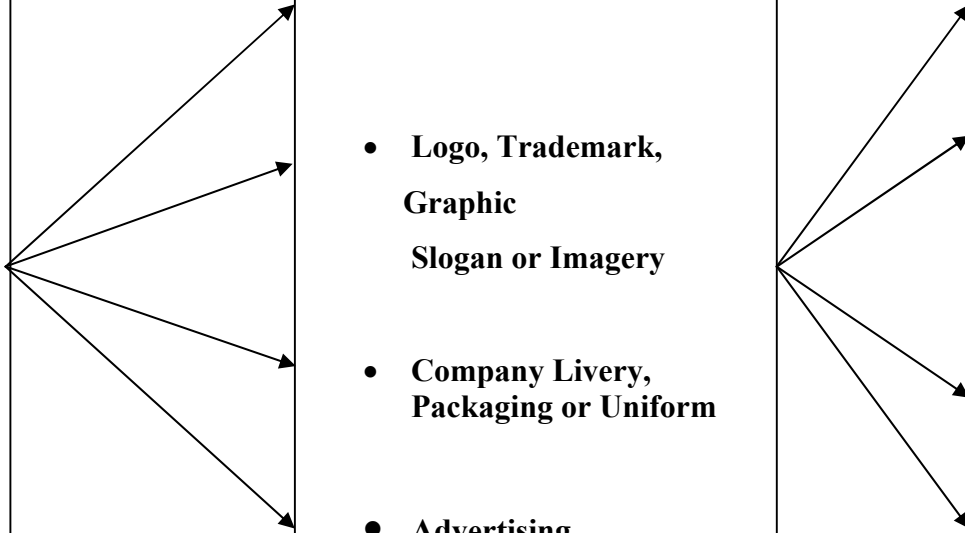
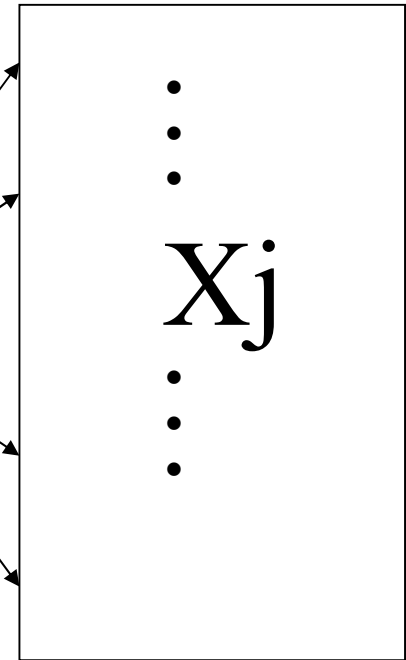
Companies



Variation Factors



Impact After Variation



(Where **i and j** =1,2,3...)

X_i-denotes the companies brands before the variation factors or rebranding factors

Where **i** = name of companies i.e. 1,2,3....

X_j-denotes the companies brands after variation factors or rebranding factors

Where **j**=name of companies i.e.1, 2,3....

We have tried to explain REBRANDING through all these parameters.

Changes to the brand name

This is perhaps the more obvious and straightforward way of re-branding. Re-branding could also be seen as a key to a brand's future survival. Rebranding as a means of growing a brand without changing the product, distribution or pricing. Re-branding could also simply be a way of providing a brand umbrella to enable product diversification. Talking about the experience of 2007 products that have undergone process of Rebranding through change in brand name are **HUTCH, AIR DECCAN, BIRLA PLUS, HLL, BSNL and UTI**. We have tried to analyze why and how they both have change their brand name.

HUTCH TO VODAFONE-

“Hutch is now Vodafone”. Vodafone is a brand with a very clear identity across the world. This is simple and clear guideline for framework of rebranding.



AIR DECCAN TO SIMPLIFY DECCAN-

After dumping ‘Air’ from its original name, the company has now added ‘Simplify’ before its brand name ‘Deccan’ According to Xavier; the main objective behind the Rebranding exercise is to build consumer loyalty for Deccan.



UTI To AXIS— For UTI Bank, the re-branding story was slightly different. Making a clean break from its UTI heritage, Axis was the name chosen to represent its new global identity. Bringing in a set of twins to build an emotional connect with the new brand, for UTI Bank it was an attempt to build its image of being a professionally-run private bank with everything else remaining the same. The change of name from UTI Bank to Axis Bank is precisely that: Only a name change. Everything else about the brand remains the same. Axis is a strong name with an international aura to it. It is very much in keeping

with UTI's success story in the private banking arena. Axis is a short name and is easy to remember. Axis, in geometry, represents a reference for measurement. It implies tech-savvies, equilibrium and has a global connotation. Availability of online domain name was also one of the critical factors in finalizing the new name. The key behind the success of the campaign was the focus on a single message - "Everything is the same except the name." This was very effectively conveyed through the use of identical twins in the marketing communication. Axis Bank will be the new name for UTI Bank. The bank's board decided on the new name at a meeting in Mumbai today. Axis Bank is born out of the pressure on UTI Bank to shed its brand name after the split of the erstwhile UTI.

The name change to Axis Bank means that UTI Bank undergone a re branding exercise. It was reported that the bank expected to spend a whopping Rs. 500 million on the rebranding exercise. "The UTI brand name was given by the promoters. The name has grown on us. The change in name is on account of several shareholder-unrelated entities using the UTI brand and the consequent brand confusion. The new name, Axis Bank, will give us a brand of our own." - P Jayendra Nayak, Chairman & Managing Director, Axis Bank, in July 2007. "It's [the change in name] something very serious, something that would give people sleepless nights if there were a hint that it's a takeover or something fundamentally changing. So, we were very sensitive about this and the number one thing we wanted to communicate is encapsulated in the line - that everything is the same except the name.

BIRLA PLUS TO ULTRATECH-

On 23rd October '2007 Birla Plus was named as ULTRATECH. Birla plus changed its name in order to acquire global identity. They wanted their all operations to be carried on through one name.

HLL TO HUL-

On June 25['] 2007, India's leading Fast Moving Consumer Goods (FMCG) Company, Hindustan Lever Ltd. (HLL) announced that it would officially rebrand itself as 'Hindustan Unilever Ltd.' (HUL) taking on the name of its parent company Unilever PLC (Unilever). Through the new corporate identity, the company expected to benefit from the global brand positioning of Unilever without compromising on its local heritage. 'Our new identity will help us confidently position ourselves in every aspect of our business,' said Doug Baillie, chief executive of Hindustan Unilever, which has some of 25 different icons representing the organization and its brands. The new name provides the optimum balance between maintaining the heritage of the company and the synergies of global alignment with the corporate name of Unilever.



BSNL – Bsnl had different names for different services. All these brands will now come together under a unified BSNL corporate identity. Earlier cellular services were named as BSNL mobile now cellular services are rebrand as BSNL mobile, fixed line telephone was Bfone earlier and now it is BSNL fixed line telephone, broad band services were known as Data one and now they are named as BSNL broad band. BSNL has also changed its corporate signature from blue to black.

(i) **The logo, trademark, graphics, slogans or imagery**

A symbol or logo can be an anchor that keeps a brand seemingly stuck in the past unless it is updated. Good examples of where this has been addressed successfully have been the Pillsbury Doughboy and Betty Crocker, whose images have evolved to keep up with the times. The same has happened to the logos of Brands like **UTI, HUTCH, AIR DECCAN and BSNL**. When it comes to slogans, companies will often change their slogan to keep abreast of the times. Companies whose slogans have changed regularly over the years.

UTI has now changed to AXIS with all new logo, color, and graphic .The bank has retained the burgundy colour, but has changed the logo. The logo uses the alphabet 'A' from the word Axis. The logo depicts a strong growth path for the bank supported by a strong base, indicating that the bank is moving on from a position of strength. Earlier, the bank's logo used the letters U, T and I. The bank is likely to spend around Rs50 crore in the re-branding exercise.



Hutch decided to change colour for two reasons. First, because of the decision to re-brand Orange as Hutch, and with the colour being such an integral part of the brand name, a change was required. But even otherwise, she said, with Hutch sharpening its peg and penetrating the rural market, it was time to refresh the brand, and the re-branding exercise was being discussed for six months or so prior to the actual execution of it. "Painting the Town Red". Vodafone trademark deep red speech mark. Vodafone logo attempts to imply the start of a new conversation, a trigger, a catalyst, a mark of true pioneering








BSNL new logo-- Uniform branding for various BSNL products and services. Bsnl has introduced new logo for its various products and services.



BSNL has decided to have Uniform Branding for various products and services. New Brand names shall be used

with effect from 01.10.2007 as follows:

Old Brand name	New Brand names
BSNL Logo has changed!	
	
BSNL Broadband service is no longer Dataone. It's BSNL Broadband now!	
	
Name VSAT service is changed from Skyone to BSNL VSAT	
	
BSNL Cellular services Cellone and excel shall be knowns as BSNL Mobile postpaid and prepaid respectively.	
	

BSNL wireless in local loop service "Tarang" shall be known as BSNL WLL.

tarang



BSNL Basic wired telephone service (land line) shall be known as BSNL Landline in place of B-fone.

bfone



BSNL internet service Sancharnet shall be known as BSNL Internet.

SANCHARNET



MPLS VPN



New logo for Web Hosting service

WEB Hosting services



New logo for BSNL Triplay

HLLTO HUL-- In June 25, 2007, this new logo is symbolic of the company's mission of 'Adding Vitality to Life'. The new logo comprises of 25 different icons representing the organization, its brands and the idea of vitality." in June 25, 2007.



(iii) **Company livery**-- Company livery and packaging are powerful mediums to re-brand. Similarly, staff uniforms can be used as a means of a re-branding as done by companies.

Air Deccan .The branding exercise will encompass areas such as changing the look and feel of the aircraft, including interiors, ticketing and check-in counters and staff uniforms. The colors red and white will dominate the changes, with the aircraft, leather seats, carpet, boarding passes and airport counters painted red.

iv) Advertising--

Advertising is probably one of the most frequently used vehicles for Rebranding, as it is fairly easy, flexible and quick to change. It is a powerful way of reaching a broad or targeted audience quickly and is effective at signaling a change in positioning, however real or broad that may be. There are many examples of where advertising has either repositioned or strengthened brands, other good examples of where advertising has built a new position for a brand or built a strong emotional link with the public are where companies have created a sort of soap opera out of their advertising.

As we talk about year 2007 **VODAFONE**- is really successful to make consumers forget hutch name through its advertisement and promotional strategies. Mr. Arun Sarin, head of Vodafone is currently in India and will launch the Vodafone India campaign tomorrow. Vodafone is spending about Rs 300 crore for the Rebranding exercise in India. According to various media reports Vodafone has booked lots of TV spots across various Indian TV channels for its Rebranding exercise. Ogilvy and Mather have created mix of a 60 second film, along with many 10 and 5 second films, which will be interspersed and be shown on various channels. The TV commercials show the mutt; used for the award winning hutch TV commercials as well, leave a pink and green colored dog kennel, wandering everywhere, and returning to find a new red and white coloured home with more than one opening.

SIMPLIFY DECCAN-On the company's make over strategy, Captain GR Gopinath, executive chairman of Deccan Aviation said, "We conducted an extensive market survey before the image make over. After the survey, Kingfisher and Air Deccan took a decision to draw a strong synergy between the two brands. We decided to send the same brand message through the same voice. Our vibrant new model just reflects this sentiment." As for the advertising budget for the Rebranding exercise, Gopinath said, "Our revenue stands at Rs 2,500 crore and we allocate 4% of our revenues to our ad spends," he said. Created by Orchard Advertising, the company's integrated marketing campaign highlights the improvements that have taken place in 'Deccan' in its communications. The company also plans to use radio advertising to reach out to a wider target audience. Simplify Deccan also launched a high-decibel, 360-degree campaign to announce the rebranding, including teaser ads - in print, outdoors and on television - that mentioned on time performance, destination choices and freebies.

ULTRATECH-They booked around 150-175 hoardings across 30 cities to announce the new name, apart from television commercials, print ads and point of sale material. "We had to send the message to everyone - from businessmen from top business houses, to contractors, architects, masons and the public. That is why we needed a multimedia campaign," according to Puranmalka.

AXIS-Any surprise then that the day the Rs 10-crore (industry ballpark) O&M campaign for UTI Bank got rolled out to announce a change of name—from UTI to Axis—AC Nielsen tabled the results of its survey of the country's 50 Most Valued Brands, wherein UTI Bank—incidentally, the only brand from the UTI stable to figure in the list that featured brands from all sectors—made it to rank 41.

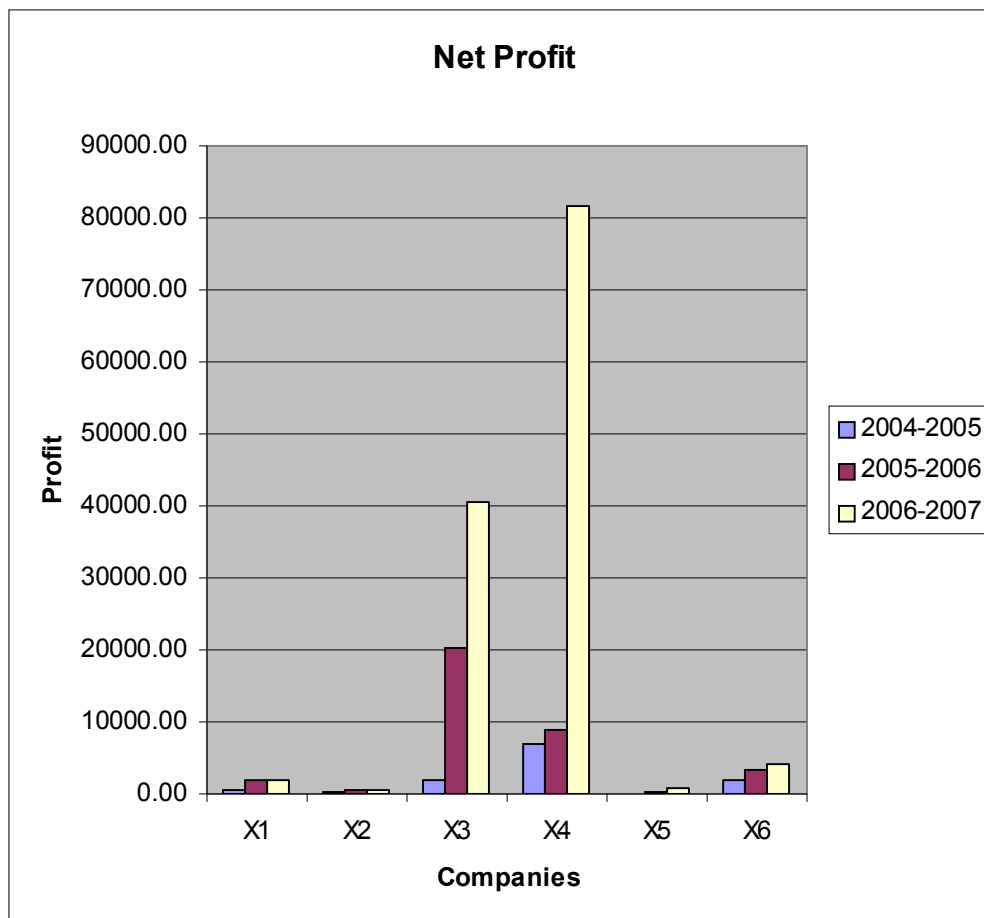
HUL-- The company, which spent Rs1, 273 crore on advertising and promotion in fiscal 2006-07, and around 60% of this on TV, believes such shows will help its brands connect better with customers.

BSNL—BSNL has roped in Bollywood damsel Priety Zinta as their brand ambassador , hoping that her dimple will bring more smiles to its subscribers.

ANALYSIS OF NET PROFIT OF THE SIX REBRANDED COMPANIES

NET PROFIT

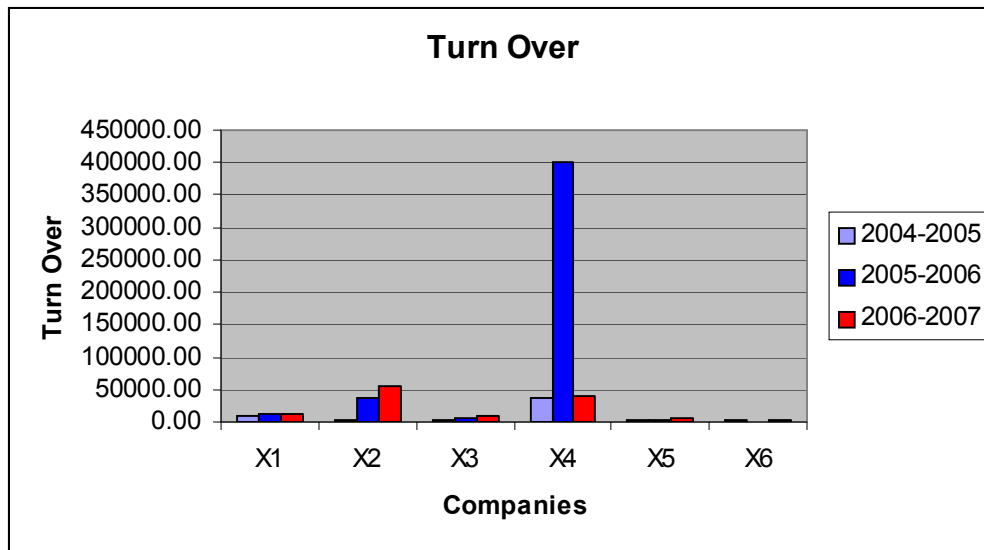
Year	HUL	AXIS	VODAFONE	BSNL	ULTRATECH	SIMPLIFY DECCAN	Mean
	X_1	X_2	X_3	X_4	X_5	X_6	
2004-2005	494.72	334.58	2063.13	7000.00	2.85	1953.00	1974.71
2005-2006	1855.37	485.08	20279.00	8940.00	230.00	3405.50	5865.83
2006-2007	1925.47	654.25	40621.00	81538.00	782.00	4195.70	21619.40
Mean	1425.19	491.30	20987.71	32492.67	338.28	3184.73	9819.98



ANALYSIS OF TURN OVER OF THE SIX REBRANDED COMPANIES

TURN OVER

Year	HUL	AXIS	VODAFONE	BSNL	ULTRATECH	SIMPLIFY DECCAN	MEAN
	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	
2004-2005	9926.95	2339.00	2266.34	36000.00	2681.05	3202.80	9402.69
2005-2006	12103.30	36184.00	6837.00	401777.00	3299.00	419.52	76769.97
2006-2007	13717.70	55705.00	10565.00	39715.00	4911.00	2142.31	21126.00
MEAN	11915.98	31409.33	6556.11	159164.00	3630.35	1921.54	35766.22



CONCLUSION-

Clarify on the aspect of positioning

Rebranding should always clarify and refine your positioning. Your goal in rebranding should be to make it easier for customers and prospects to understand exactly why your company should be one of their top choices—why there are few credible substitutes for your company in the market. This isn't the place for puffery. Merely claiming to be the best is meaningless—and using empty words like "best value" and "exceptional customer service" do nothing but heighten skepticism. Use rebranding as an initiative to force you to focus, to better define and support your expertise in a clear and compelling manner. Doing so will require you to draw tighter boundaries around your stated expertise—and that's likely to scare you. Conventional wisdom is that more generalized positioning gives a company more opportunities. The reality is generalized positioning positions a company as, you guessed it, a generalist. To win business, generalists have to not only win over other generalists but also have to beat out specialists. If, when rebranding, you're not scared, that rebranding probably won't create meaningful change in your organization or in the marketplace.

Do or not do rebranding-

There are many options open to marketers, some more costly and extensive than others, to re-branding. However, re-branding must not be taken lightly as there is a great deal at stake. Brands today have been proven to have considerably more value than they were thought to have in the past.

Besides, it's an expensive and arduous process, difficult to execute and implement, and the end result doesn't always satisfy everybody.

India Inc clearly doesn't share that view. There have been several, high-profile name changes in 2007 and interestingly, many of these have been corporate rebrandings, rather than consumer product name changes.

Communicating the makeover to potential customers is essential, no doubt, but it is equally important to ensure buy-in from those actually implementing the change. "Rebranding is not just about putting up banners and hoardings to communicate a new brand name. "The brand needs to deliver its new identity at every touch point." That means employees have to ensure the brand is living up to the new promises it is making.

CONCENTRATION POINTS BEFORE REBRANDING-

1. Don't confuse rebranding - which is a comprehensive, frequently expensive change of strategic direction for a company - with the simple need to update your look. A simple refresh of design elements or slight naming alteration, which may be all that is required, is not the definition of rebranding.
2. Rebranding should only be undertaken based on a proven need to alter course (e.g. new market, new trend, new product direction). Given changing market conditions, it may even be crucial. Rebranding should be based on sound strategy supported by facts related to sales and profits, not driven by organizational fatigue. Ideally, everything should be changed at once. For B2B companies, this starts with all sales tools and the website.
3. Be prepared to lose some customers. The more dramatic the change of strategic course, the more customers will probably become alienated and abandon your product or service. No worries, as long as you embody and deliver on your new brand promise to the new target audience. Branding is about using mind share to win market share.

Thus, from year **2007** we can learn that there are many companies, which have undergone task of rebranding. HLL, UTI, HUTCH, BIRLAPLUS, AIR DECCAN have rebranded and changed their name as to gain global recognition and represent a new global identity. BSNL rebranded its logo to have unified corporate identity. Rebranding is not an easier task and requires lots of investments. Before going for rebranding it must be analyzed WHY, WHAT, HOW, WHEN should be rebranded so that investment enforced during rebranding converts into profit for company.

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