

## **Redefining brand identity – Case BobbyHouston**

Elina Sotaniemi

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<b>Author</b>	
Elina Sotaniemi	
<b>Degree programme</b>	
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<p>The purpose of this product thesis is to build a theoretically based framework and analysis that enables a better understanding of corporate rebranding processes among small companies. Corporate rebranding is created as tangible manual concentrating on changes to corporate identity, visual elements, position, name and logo as well as perception, competitive advantage and value proposition. The theoretical background and competition analysis is based on literary of brand identity, rebranding and internal branding.</p> <p>Goals are to elaborate and gain knowledge on the important factors in rebranding process in order to better build the rebranding manual as a separate product for case company Bobby-Houston. The scope is kept narrow, based on theory, analysis of competition and interviews to better provide a deeper understanding of the product as a whole.</p> <p>As mentioned interviews were conducted to support the rebranding manual and they were carried out logically to clarify case company's current identity, needs and market situation. They opened the door to the company and gave necessary information in order to create a sufficient manual.</p> <p>In conclusion the theory base, analysis and rebranding manual will serve as a tool to build and develop BobbyHouston new brand even further and to help them better communicate internally and externally. It is advised to strengthen brand awareness as well as brand message they deliver to their target audience to be able to strengthen their brand identity at the same time.</p>	
<b>Keywords</b>	
Brand identity, rebranding, brand positioning, internal branding, competition analysis	

## Table of contents

1	Introduction .....	1
1.1	Product objective and tasks .....	1
1.2	BobbyHouston .....	2
1.3	Key Concepts .....	3
2	Branding and Rebranding .....	5
2.1	Building brand identity .....	5
2.2	Brand Positioning .....	7
2.3	Internal branding .....	7
2.4	Internal communication in branding .....	9
2.5	Rebranding .....	10
2.5.1	The reasons for rebranding .....	11
2.5.2	Process of rebranding .....	12
3	Competitor analysis .....	13
3.1	Identifying competitors .....	13
3.2	Competitors brand identity .....	15
3.3	Competitor profile .....	16
3.4	Analysis of competitors .....	17
3.5	Competitors communication tools .....	19
4	Product .....	20
4.1	Current market position (PT1) .....	20
4.2	Product design (PT2) .....	20
4.2.1	Manual structure .....	21
4.2.2	Manual content.....	21
4.3	Rebranding manual (PT 3) .....	22
5	Conclusions .....	23
5.1	Product evaluation (PT 4).....	23
5.2	Recommendations .....	23
5.3	Personal learning evaluation .....	24
	References .....	25
	Appendix 1. Interview questions .....	28
	Appendix 2. Interview transcription.....	29
	Rebranding Manual .....	33

# 1 Introduction

In an increasingly competitive world we live in, it is important to transmit consistent corporate identity along with strong brand image. Not even one company during these competitive times can afford to damage their image or stay comfortable in their current situation without thinking how to evolve and develop. Companies must stay fully confident in what they do and what messages they transmit to the target market.

What is the need for digital business in the market place? What is the correct market position? These are questions that need to be answered in an early state when starting a business. The views for these topics need to be unanimous throughout the organization. Many international companies as well as case company BobbyHouston have left these questions unanswered or uncompleted.

With introduction to this thesis branding, rebranding and internal branding are explained in detail to fully comprehend why organizations should rebrand and what are the important elements of branding and rebranding. In the third chapter the competition analysis is conducted to understand the main competition of BobbyHouston and what they are up against to. In the fourth chapter the actual project, rebranding manual is explained and elaborated to better reflect the current market situation, the contents and structure needed in the manual itself. With literature, competition analysis and interviews the rebranding manual can be conducted in a way that will benefit BobbyHouston in their rebranding.

## 1.1 Product objective and tasks

This thesis aims to redefine BobbyHouston international brand identity by designing a manual for rebranding. After BobbyHouston merged in 2015 the company faced new and challenging time where employees and managers from two different companies were brought together. Till this day it has not been able to come up with consistent ways to communicate themselves to their target market.

After Bobby Digital Studios and Houston Media merged and became BobbyHouston it have not been able to identify and build their brand identity in international markets. Who it is today and where it is going are the main questions.

BobbyHouston does not have common voice in the marketplace it is operating in and this is seen as an obstacle that needs to be overcome. The company is divided into three sides and to three sets of opinions because there are three different sets of specialists in-house. After merger it was not able to communicate effectively and successfully because

everyone had different views what the company should be about. Some think BobbyHouston should be communicated as Visual effects-company, others as Film-company and the rest as Web sites and App's designing company. There are engineers who have many years of expertise in their field but they cannot find a common voice or work together to find a successful communication plan. No one is prepared to compromise but with this thesis I have the chance to help BobbyHouston see the possibilities it has if they work in cooperation with each other. (Jones 22 June 2016.)

Based on discussions with the commissioned company, the main problem for the thesis was found to be the need for rebranding manual to provide them with solid message for their future communication of their brand identity to the international market.

In order to refine the approach to the project the objectives of the project are stated under the following product task statements.

Project Task 1 is investigating current situation in the case company, which concludes interviewing international business development to find out problem areas and consistent communicating challenges of BobbyHouston brand identity and summarising key results to obtain key areas to focus on when designing the rebranding manual.

Project Task 2 is designing and creating content for rebranding manual, which includes product structure and product content descriptions.

Project Task 3 is building rebranding manual based on literature, analysis of current competitors and interviews. Project Task 4 is product evaluation including recommendations and personal learning evaluation.

## **1.2 BobbyHouston**

BobbyHouston is a digital and content studio dedicated to building better digital experiences in the form of film, 3D & VFX, and interactive solutions based in Gothenburg Sweden. Houston Media and Bobby Digital Studios merged as one in 2015. As two companies merged there was eighty employees but since late November they realized there was too many employees in house, high salaries paid and not enough revenue coming in to support this. Due to this BobbyHouston made redundancies of staff and reduced the team to thirty employees, as it remains still today. It has two studios in Gothenburg, one called The Digital Studio and one The Analog Studio. The name is for the time being still BobbyHouston but will be renamed to Bobby Digital Studios to better reflect their field of business.

Their disciplines include everything from strategy through to content creation, design and execution within 3D, film and interactive. They deliver communications strategies, integrated campaigns and world-class levels of craft and technology for some of the world's biggest brands. BobbyHouston skillset include creative concepts, strategizing, user experience, interface design, front-end development, back-end development, mobile applications, film production, film postproduction, 3D & visual effects, motion and project management. (BobbyHouston 2016, 6-8.)

### 1.3 Key Concepts

Here below, as illustrated in figure 1, are elaborated the most important concepts of the thesis. Key concepts can be described to be the main idea behind the work in progress and it helps the reader to understand what are the most important points covered in the thesis.

**Brand Identity** is the way you want your target audience to perceive you and it is an element, which identifies and differentiates one in target audience mind. It is the representation of ones company reputation through the communication of characteristics, core values, missions, passions, purposes and strengths as well as their competitive advantage. (Aaker 2010, 68.)

**Rebranding** is changing the existing brand by modifying their logo, name, tagline and / or any other needed feature. Rebranding is normally needed and recommended when something needs to be improved in the brand performance. Rebranding helps the brand to achieve its full potential and stay competitive. (Kotler & Pfoertsch 2006, 182.)

**Brand Message** refers to value proposition and to the language used in any content delivered. Brand message is the key to differentiating you from your competition and it is the expression of the brands' inner essence that is expressed outward to the consumers. One should always remember to stay on the message wherever they communicate. (Kapferer 2008, 177.)

**Brand Position** describes the main differences of the brand when creating preference in a selected market place at a specific time. When positioning a brand companies need to emphasize the distinctive product characteristics that differentiates it from the competitors and makes it interesting to the target market. (Kapferer 2008,171.)

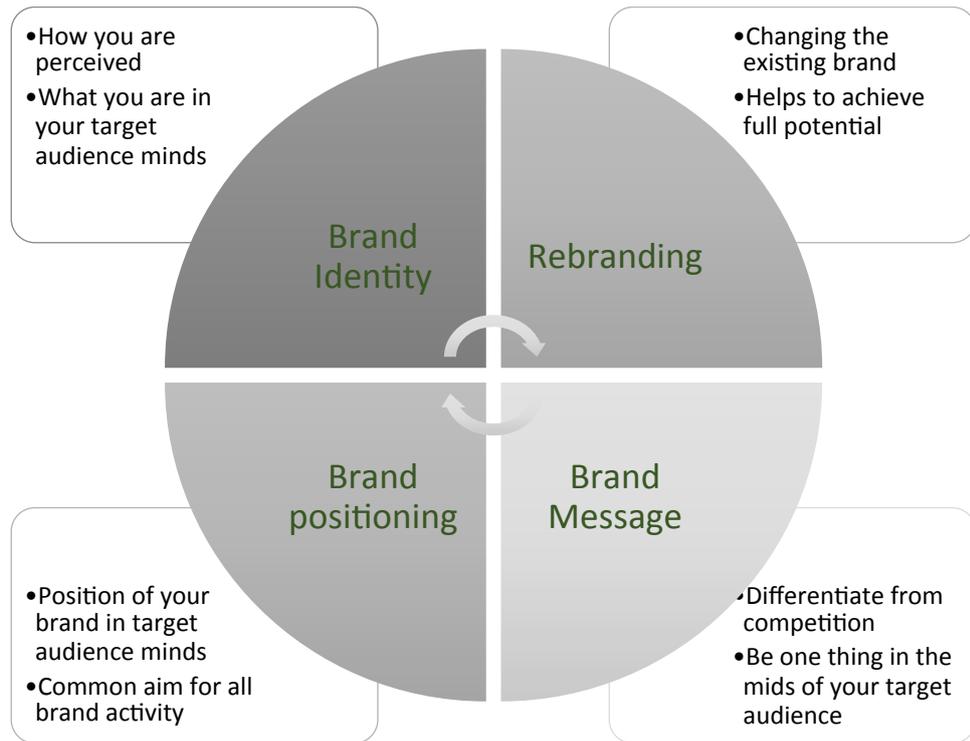


Figure 1. Key concepts of brand identity

## **2 Branding and Rebranding**

Brands are important part of our cultures and our daily lives. Strong brand is the most important asset one can have and brand strategies should be the corner stone and guiding principle of decision-making. Brands enable consumers to trust the *Mercedes* they drive, the *Nike* shoes they run with and the value of trust that is earned between brand promise and brand experience is the foundation of success for any company. Brand building is more than just creating brand name and spreading awareness among consumers. It can be said to be a voyage of building and communicating continuously inside and outside for all parties such as clients, stakeholders and so forth to understand what the brand promises. (Kotler & Pfoertsch 2006, 5-9.)

Brand management is important to any B2B and B2C industry because of the massive choices and varieties of services and products available in the market. With this said, companies must stay alert of changes happening and of increasing competition and they must strengthen their visibility as well as development of brand. Branding gives companies their identities and allows them to create differentiated positions in the market place. Correct branding has an effect on the stakeholder opinion and it affects their minds; how they see the company they work for and how they deliver the message forward. Branding also has major effect into consumer minds, creating beliefs, perceptions and expectations to mention few. Different strategies in branding aim to defining core values and beliefs of companies and enable them to communicate the values and benefits a service or product has. When branding strategies are correctly executed the true value for brands are seen in the buying habits of consumers and in their willingness to buy well known brand names, thus creating brand value and / or brand capital for the company. (Kotler & Pfoertsch 2006, 16.)

### **2.1 Building brand identity**

Brand identity is the way one wants to be perceived by their target audience. It is an element, which identifies and differentiates companies in their target audience minds. Brand identity can be said to be the representation of ones company reputation through communication of characteristics, core values, missions, passions, purposes, and strengths as well as their competitive advantage. Organizations are identifying themselves by building strong distinguished products or services with unique characteristics. Elements used in defining brand identity are visions, brand culture, positioning, relationships, presentations and personality among others. The importance of strong brand identity in success needs to be understood. Brands need to establish relationships between the brand and the cus-

customer by generating a value proposition involving functional, emotional and / or self-expressive benefits. Brand identity is a tool for the company to express the brand's meaning and how they want to be perceived while communicating a promise to the target audience. (Aaker 2010, 68.)

As illustrated in figure 2, brand identity has four different perspectives, which are brand-as-product, brand-as-organization, brand-as-person, and brand-as-symbol. The goal of these perspectives is to help the companies to look at different brand elements and patterns when strategizing. Using these four perspectives or even just one of them, depending what is viable and appropriate, brand identity can be built to enrich and differentiate one from others. *Brand as a product* is directly linked to brand choice decisions and user experience therefore it is an important part of brand identity. *Brand as organization* focuses on important attributes, companies need to consider in their brand identity building. Innovation, quality and environmental aspects in organizations are created by ordinary people with certain values and cultural preferences. *Brand as person* can be perceived like a person can be: upscale, impressive, trustworthy, fun, active and so forth. For example BobbyHouston can be perceived as having the personality of creative, efficient kick-ass friend. Brand as symbol can help companies to provide cohesion and structure to their identity and this way make the brand more likable to gain recognition and reflect their potential power. (Aaker 2010, 78-84.)

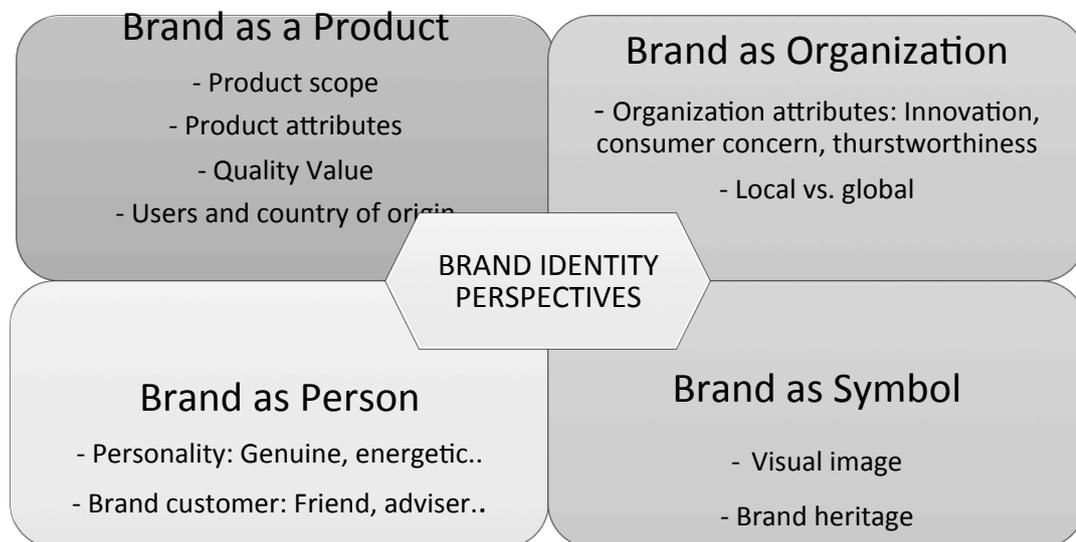


Figure 2. Brand identity perspectives (Aaker 2010, 79)

## **2.2 Brand Positioning**

Brand positioning is a part of brand identity and brand value proposition and it is essential to be communicated to the target audience actively and effectively. Brand positioning can be defined as an activity of creating a brand offer (position statement) in a style where it occupies a distinctive place and value in the target audience's mind. Effective brand positioning strategy maximizes customer relevancy and competitive distinctiveness, in maximizing brand value. (Aaker, 2010, 176-178.)

Kapferer (2008, 178) states that brand identity is strongly linked to brand positioning by giving an example of how positioning is competitive and with brands, customers makes choices, but with product or service they make a comparison. I.e. consumers make their choices by comparing one product or brand with another and a product will only be a part of consumer consideration if it has been positioned well and its contribution is made obvious. To position well your brand or products, first, 'competitive set' needs to be identified i.e. to what the brand or product should be compared with or associated with. Second, companies need to identify how the brand or product of that set differs from other similar brands or products. Correct brand positioning identifies what differentiates a company's products and services from its competitors and therefore it is essential part of marketing strategy. (Kapferer 2008, 175-176.)

Brands who do not position themselves cannot offer their customers clear choices to choose from. When positioning a brand two questions need to be answered; in which competitive area do we want to be active in? And what are we offering as a key decision-making factor for the customer? Without answering these questions for the customer one cannot expect them to find answers among many choices available and to realize themselves what makes the particular brand special. A strong identified purchasing rationale gives brands a real advantage and it implies a will to hold a long-term position and to defend it. Positioning might change due to growing competition in certain fields of business. For example Coke's position was 'the original' while it only competed against other cola makers but now that it competes with all different refreshment drinks its position statement is 'the most refreshing bond between people of the world'. Nevertheless Coca Colas' identity has remained the same 'the symbol of America, the essence of the American way of life'. (Kapferer 2008, 178.)

## **2.3 Internal branding**

Internal branding is a part of internal marketing where the brand itself needs to be integrated to all of its business actions and where employees are seen to be a crucial part of

brand building. For employees to care and feel pride in their workplace it is necessary to look into internal branding through attitudes, emotions, characters and motivations because employees' behaviour can reinforce the brand's values. (Berthon et al. 2005, 153.) Aaker (2002, 73) states that effective brand identity is a part of disciplined company effort to specify their values, vision and strengths, since employees can't be expected to make a vision happen if they don't understand or agree with it.

Hallam, in Krell (2006, 49) states that the aim of internal branding actions is to increase shared knowledge of employees, get them committed to innovations, create a sense of purpose and clarify organization's values and purpose (see figure 3). Internal branding can be referred to three important parts; first, communicating the brand effectively to employees; second, convincing employees to relevance and worth; and third, linking all work done in the organization to deliver the brand essence (Bergstrom et al. 2002, 135). In creating strong external brand, strong internal brand is an important part of the business strategy. Employees have the ability to keep the brand alive but still they are not the only ones keeping the business running. Employees present what the brand is about and effective internal branding strengthens company image and company values. (Kotler & Pfoertsch 2006, 126.)

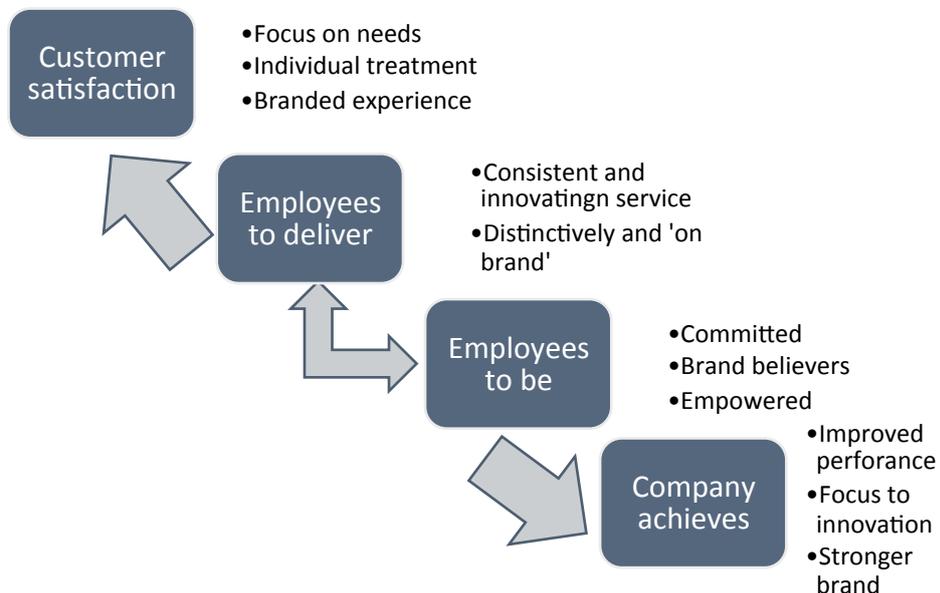


Figure 3. Employee's meaning in brand building (Ind 2007, 45)

Furthermore the purpose of internal branding and internal marketing is to create committed employees. Committed employees take risks that benefit the company, motivate co-

workers, transmit trust and even redefine the superior service quality of the company. Both internal branding and internal marketing are important in employee retention since it is stated that only 5 % reduction in employee turnover in a company of 10.000 employees can generate total savings of \$136 million annually. High costs and uncertainty that rises in recruitment processes and training can be decreased by having loyal employees because these employees will respond effectively to customer needs and pass their knowledge to other employees. (Drake et al. 2005, 37.)

## **2.4 Internal communication in branding**

Internal communication is important part in creating brand reputation since it contains the company communication channels, which are used to deliver corporate brand identity to internal and external stakeholders and networks (Balmer 2001, 253).

Organizations should communicate internally by using upward, downward and horizontal mechanisms because company values are seen through good quality internal communication (Ind 2007, 86). All forms of communication available such as direct communication, email communication, intranet communication, workshops etc. should be used within organization to engage employees. Direct communication is seen as the most effective way of communicating with different levels of employees and within different departments. (Ind 2007, 122.)

In internal communication companies need to learn how information reaches employees rapidly and in a way that the message will be understood. Different levels of employees within organizations such as managers, creative directors etc. should receive different styles of communication depending on their occupation. Not all employees can be addressed in the same manner and if done so, some confusion may arise. (Drake et al. 2005, 85.) Hatch & Schultz (2008, 188) states that a clear division of roles and responsibilities should be defined in managing internal brand communication. In a case of a merger such as BobbyHouston's the definition of who delivers what kind of information and to whom should be clearly planned at management level. It is important to know what the changes mean to employees.

Internal communication messages should contain motivational and strategic information about company mission, vision and values. Recognition of employees, company news, training programs, management directives, financial information as well as team accomplishments are important to be included when communicating internally with employees. (Drake et al. 2005, 105.)

To deliver clear and understandable messages for employees, brands should use corporate publications, brand books, videos or blogs as communication tool. Brand books are used to elaborate brand identity and to explain employee's brand identity meaning and how it will be communicated to employees and stakeholders. Implementing and maintaining blogs for example are low costs and offer an interesting way to interact and promote corporate identity. In any selected communication method the language should be supportive, engaging, positive and persuasive and the message should be delivered so it is from employee to employee, not from an external consultant to company employee. Whatever the communication method suitable for organizations it needs to be updated when necessary so latest information is available for employees. (Ind 2007, 109-111; Aaker & Joachimsthaler 2002, 90.)

Managers in charge of internal brand communication should communicate in a way that allows employees to understand the goals and objectives. They can transmit information by explaining what the desired outcomes are and why they have used the tools that were included in the messaging. They should clarify the final conclusions drawn together during and after messaging process. Employees are entitled to know how company branding goals and objectives will effect their everyday work-life, what changes will rise and for what reason. (Davis 2002, 247.)

## **2.5 Rebranding**

Rebranding aims to help existing brands in achieving their full potential by changing for example their current logo, tagline and brand message. Rebranding can be seen as a process where the aim is directed to extra value consumers are searching for. It can be executed using four steps: (1) Establishing proper brand identity, (2) Creating appropriate brand meaning / message, (3) Discover positive brand responses, and (4) creating customer relationships aim at active loyalty. (Kotler & Pfoertsch 2006, 182.)

Rebranding is a long process, which inquires determination and strong vision together with effective strategy. What makes rebranding a challenge are the ever-changing market conditions and diverse competition. As business culture and values evolve and change over time or when a merger happens, rebranding is the correct way of communicating these changes. (Laakso 2004, 83-84.)

### 2.5.1 The reasons for rebranding

The main drivers to rebrand are decisions or processes in a company that result in a change in the company structure, strategy or performance. Usually change in ownership, change in corporate strategy or competitive position are found to be sufficient and important reasons to rebrand but most often the reason is mergers and acquisitions, spin offs or a need for a change in brand image. (Muzellec & Lambkin 2006.)

Table 1. Drivers of rebranding (Muzellec et al. 2006, 34)

CHANGE IN OWNERSHIP STRUCTURE	CHANGE IN CORPORAL STRATEGY
* <b>Mergers and acquisitions</b>	Diversification and divestment
* <b>Spin-offs and demergers</b>	Internationalization and localization
* <b>Private to public ownership</b>	
* <b>Change in competitive position</b>	Change in the external environment
* <b>Outdated image</b>	Legal regulations
* <b>Erosion of market position</b>	Crises / Catastrophes
* <b>Reputation problems</b>	

As illustrated in Table 1, the main drivers of rebranding is change in the ownership structure or change in the corporal structure. Furthermore, a study conducted by Muzellec and Lambkin (2005) to understand 166 rebranded companies, identified that the most common decision to rebrand is caused by mergers and acquisitions (33.1 %).

When company's visual identity needs rebranding the reasons are found to be in structural, strategic or management changes, regulatory change, external/internal misunderstanding and / or competition among others (Baker et al 1997). Stuart and Muzellec (2004) states that there are two reasons for a company to change their logo; first, the logo needs to be changed when a company has changed its name, and second, to update the logo for reasons such as image changes and new strategies. Ultimately the goal of rebranding can be divided into two separate parts: reflecting the new identity or creating a new image. Either the reason rebranding process includes internalizations and externalization i.e. affecting the employees and their culture internally as well as making influences to external stakeholders and affecting their perception of the company (Muzellec & Lambkin 2006).

### **2.5.2 Process of rebranding**

Muzellec and Lambkin (2006) states that rebranding consists of but not limited to renaming, redesigning and repositioning. In renaming companies need to work step by step to identify potential names, approving the selected name, and launching different campaigns to market and advertise the new name. When repositioning a brand companies need to analyse whether the position of the brand changes or stays the same and then redesign the brand and name.

External rebranding of BobbyHoustons' new corporate brand started when it merged at the end of 2015, but their internal rebranding has not been concentrated into. When rebranding, internal branding should start much earlier to external branding since such process need to be explained to employees and guidance need to be given on how the new brand is turned into business processes and behaviours. Rebranding takes long and it requires sustainable commitment over time. (Krell 2006, 51.)

### **3 Competitor analysis**

Three major direct competitors of BobbyHouston will be analysed in this chapter to better understand the competition they are facing in international markets. Through competition analysis BobbyHouston can build their competitive advantage and position themselves correctly in their target market.

BobbyHouston has gone through a big transformation after merger and their corporate identity has suffered. It has a good image and it has been able to acquire many new international clients in recent months but there is still a long way to go to being seen as one company with one vision and not two separate companies with views that differ greatly. With competition analysis and with rebrand guideline agreed to be done, BobbyHouston can learn to become a company with one vision which can be transmitted to their target market.

The goal of competitor analysis is to gain insight, which will later help in developing successful business strategies. The analysis should concentrate to identifying competitors' opportunities, threats and strategic uncertainties raised from potential competitor moves, weaknesses, or strengths. Identifying current and potential competitors is the starting point of well-strategized competition analysis. When competitors have been identified companies such as BobbyHouston should attempt to better understand their competition and how their new strategies should be build. (Aaker 2008, 38-39.)

#### **3.1 Identifying competitors**

As illustrated in figure 4, when analysing competitors, their strengths and weaknesses are important to be comprehended, they need to be identified and evaluated accordingly. In most cases like BobbyHouston's case, primary competitors are easily identified but one cannot forget the indirect competitors who can offer alternative products or services to customers because customer priorities are changing constantly. To understand indirect competitor can be tactically and strategically important to any company. One group of competitors that should not be forgotten is the small niche competitors who serve inexpensive offerings directed at low-margin customers. Many Japanese companies (Toyota for cars) started this way and became major competitor in their field. Competitive analysis will better benefit companies if they look at a larger perspective and beyond their direct competitors. When considering also indirect competitors in competitive strategies the strategic horizon expands and the analysis will be more realistic and will better mirror what the

customer sees. Customers are never restricted to companies' direct competitors, but instead are poised to consider other alternative products or services. (Aaker 2008, 39-40.)

## Competitor Identification

- Against whom do we compete?
  - Who are the most intense competitors?
- Can these competitors be grouped into strategic groups on basis of their assets, competences, strategies?
- Who are potential competitive entrants?
  - What are their entry barriers? Can we do something to discourage them?

## Competitor Evaluation

- What are the objectives or strategies of our competitors?
  - Their level of commitment and their exit barriers?
- What does their cost structure look like?
  - Do they have advantages or disadvantages?
- What is their position strategy and image?
- Who are the most successful competitors or unsuccessful over time? Why?
- How can competitors become more serious competitors?
  - What leverage points or weaknesses they can use?
- Evaluate the competitors based on their assets and competencies.

Figure 4. Questions to Structure Competitor Analysis (Aaker 2008, 39)

BoobyHouston's three major competitors are seen to be Stink Digital, Stark Communications and Casual Films. The concentration in the analysis is on these three competitors due to short timing and execution.

**Stink Digital**, established 2009 in London, United Kingdom, is a privately held global modern creative design studio dedicated to building better digital experiences using effective strategies and analytics in content creation, design and execution. They deliver different communication strategies, integrated campaigns and world-class levels of craft and technology for some of the world's biggest brands such as Google, Netflix and Ray.Ban. They have around 51-200 employees and design studios in London, New York, Los Angeles, Paris and in Berlin and they are part of the Stink.co family with lot of resources available. (StinkDigital 2016.)

*Stinkdigital tagline is 'a local company with a global feel'.*

**Stark Communications** is dynamic creative film- and event agency based in Sweden, Gothenburg. They started in the field of film in 1991 and have grown strong over the last 25 years. They cover all aspects of experience-based communications, films and events. Their two different subsidiaries, Stark Interactive and Stark Studios deal with customize Web and Digital Media production and 3D Animations as well as Digital walkthroughs and designs for exhibitions and events. Stark Communications create and deliver tailored innovative brand engagements, customers' interactions and shopper marketing initiatives. (Stark Communication 2016.)

*Stark Communications tagline is 'We will move your audience'*

**Casual Films** is a new kind of production company founded in 2006, which is built for flexibility and creativity. They are a team of expert filmmakers based in London and New York. They have made over 5,000 films and animations in the past 9 years and they work internationally with over 500 big brands and digital agencies. Casual Film has won over 50 industry awards for the quality and impact of their films. In 2016 they were voted UK's number one corporate production company by TV and Film industry magazine Televisual. (Casual Films 2016.)

*Casual Films tagline is 'Moving image experts for a new era in branded communications'.*

### **3.2 Competitors brand identity**

**Stink Digital** identity reflects their desire to be actively attentive and to attract customers with work that is beautiful, useful, entertaining and far from boring. They want to be identified as fun loving happy family who love what they do and love the challenges customers bring them. (StinkDigital 2016.)

**Stark Communications** identity reflects their original, forward looking and experienced team of specialists who love to create success stories. They want to be perceived as passionate in creating distinctive solutions to their clients so that they are above and beyond the competition. Stark communications mission is to Entertain, Engage and Activate and from planning to delivery, they want to be seen as on-hand throughout the process to make the best of all campaigns. (Stark Communications 2016.)

**Casual Films** identity reflects their strong expertise in filmmaking over the years. They have soul and purpose and are committed to sustainability. They want to be perceived as

the home for high quality videos and as people who are warm, engaging and love doing what there are doing. (Casual Films 2016.)

### 3.3 Competitor profile

Competitor profile as illustrated below in table 2 is done using Michael Porter’s framework based on four key aspects; Competitor objectives, Competitor assumptions, Competitor strategy and Competitor capabilities. Competitor objectives and assumptions are the drivers for businesses while strategy and capabilities are what competitors are capable of doing. (Client Heartbeat 2013.)

Table 2. Competitor profile (Client Heartbeat 2013)

<b>COMPETITOR PROFILE</b>	<b>StinkDigital</b>	<b>Stark Communication</b>	<b>Casual Films</b>
<b>Competitor Objective</b>	Financial, fast growth rate, establish global footprint.	Flexible, fast growth rate.	Establishing global footprint, fast evolving.
<b>Competitor Assumptions</b>	One of the world’s most diverse creative networks.	25-year experience.	Experts in Filmmaking.
<b>Competitors Strategy</b>	<ul style="list-style-type: none"> <li>- Build R&amp;D into workflow, invest a lot in new software and hand-ware, internal prototyping and experimenting.</li> <li>- Build out their division in virtual reality to be advanced.</li> </ul>	<ul style="list-style-type: none"> <li>- Creating distinctive solutions to their clients so that they are above and beyond the competition.</li> <li>- Partnering to offer their client complimentary set of skills in digital, video and film.</li> </ul>	Partnerships with companies that complement their services such as web and app development, seeding and interactive.
<b>Competitors Capabilities</b>	<ul style="list-style-type: none"> <li>- Lot of resources available because they are part of Stink.co.</li> <li>- Offices in ten cities across five continents.</li> </ul>	Experts in corporate communications.	<ul style="list-style-type: none"> <li>- Recognized in big medias as one of the best corporate communication company.</li> <li>- Strong partnerships with award winning companies.</li> </ul>

### 3.4 Analysis of competitors

Competitor analysis as illustrated below in table 3 is a great way to gather information of ones competitors and use that information to understand and predict competitors' behaviours and to make better business decisions (Client Heartbeat 2013).

Table 3. Competitor analysis (Client Heartbeat 2013; Jones 22 June 2016)

	<b>BobbyHouston</b>	<b>StinkDigital</b>	<b>Stark Communication</b>	<b>Casual Films</b>
<b>Competitive Advantage</b>	<ul style="list-style-type: none"> <li>- Specific and unique tone and language used to communicate to customers.</li> <li>- They are the only company in Sweden who operates in as many fields of expertise all at the same time.</li> </ul>	<ul style="list-style-type: none"> <li>- Diverse company. Lot of resources at use.</li> <li>- More employees than competitors.</li> <li>- Innovative: RITA (render In The Air), a personalized video for mobile delivered in real-time, at low cost.</li> </ul>	<ul style="list-style-type: none"> <li>- Unique story telling and 25-year experience.</li> <li>- Strong client base.</li> </ul>	<ul style="list-style-type: none"> <li>- Expertise in filmmaking above others.</li> </ul>
<b>Target Market</b>	B-to-B: Domestic and international: large and medium sized companies with resources, some smaller companies and B-to-C.	Domestic and international: large and medium sized companies.  - Aim to work with more arts, luxury and fashions world.	Domestic and international: B-to-B companies, customers and employees.	Domestic and international: large and medium sized companies.

<b>Market Share</b>	No Data available but estimated to be similar to Stinkdigital. Domestic about 0.05 %	Stink.co: 2.07 % of global market Stinkdigital: 0.13 % of global market share	No Data available	0.17 % of global market share
<b>Market Strategies</b>	- Rebranding and building better digital experiences in the form of film, 3D & VFX, and interactive solutions.	- Bolster with digital capabilities as each market allows. - Strategically growing, staying engaged and continuing to do exceptional work.	- Research of their clients to better understand the needs, business challenges and target audience. - Flexible to work with other agencies and suppliers to deliver the best result for their clients.	- Rebranding, partnering to provide complement services.
<b>Products and Services</b>	- Communications strategies, integrated campaigns and world-class levels of craft and technology.	- Web and interactive film projects, developing a lot for mobile and experimenting with emerging technologies that involve building robust experiences in virtual and real world environments.	- Customize Web and Digital Media production, 3D Animations and Digital walkthroughs and designs for exhibitions and events.	- Corporate communications, Film/Video and animations.

### 3.5 Competitors communication tools

All companies have more than one communication tool they use in their daily business. Different tools in marketing can be blogs, social network, email marketing, press releases, search engines, print media and direct mails.

**Stink Digital** studios are active on all the important social media channels such as LinkedIn, Twitter, Facebook and Instagram. These channels are their most used communication tools even though they also use press releases, email marketing and some print media. They stay focused on their strategies and are actively communicating through their different channels.

**Stark Communications** are experts in corporate communication. They concentrate to communication that drives their customers' business. They study their customers' visions and learn their goals. Then they create strategies and implement concepts that encourage a shift in attitude or even a commitment to change. Stark Communication is active on LinkedIn and Facebook among other social media platforms. They communicate through some press releases as well but mostly they use social media channels as their tool.

**Casual Films** is also active on social media channels Twitter, Facebook and they connect using LinkedIn. Casual films have press releases and they also use their blog to communicate to their target market.

## **4 Product**

Product in this thesis is a rebranding manual for the case company BobbyHouston. Current market position, manual structure and contents are being elaborated to better understand what will be in the separate manual intended only for the use of the case company.

### **4.1 Current market position (PT1)**

By 2017 digital advertising are estimated to reach US \$ 185.4 billion, which is 29 % share of total global advertising market. It has grown 13 % in the past five years and is now the second biggest spend after TV (Digital marketing 2017).

The majority of BobbyHouston customers are from B2B markets, primarily textiles & retail clothing industries. Their clientele include GORE-TEX and associated brands (Haglöfs, Sail Racing, Calvin Green), Hästens and GEOX among others. For all their clients it is a necessity to have a clear plan on how to communicate brand identity so the clients have faith in the company in question. Who would want to create a long-term business relationship with a company who is unsure what is their brand identity and what image they want to transmit.

It was stated during interviews with Mr Jones from BobbyHouston that the different stakeholders views of the commissioned company's brand identity differ and are not in the same place. This consistent rebranding manual indeed can be beneficial to each stakeholder. With this they can see the real benefits of rebranding to transmit unanimous identity and have unanimous vision for the future of the company. If they are unable to find this common voice they might not succeed in the heavily competed digital solutions business field. (Jones 7 April 2016.)

### **4.2 Product design (PT2)**

In this chapter BobbyHouston rebranding manual structure and content as well as the actual manual is explained to detail to better understand what will be done in the other part of this product.

#### 4.2.1 Manual structure



Figure 5. Product manual structure

As illustrated in the figure 5 above, the rebranding manual structure is five phased. Each phase will include certain elements that are important to be included in the manual.

**The first phase** is brand identity structure including corporate identity design and development such as mission statement, vision statement and core values. **The second phase** will include the new features and elements of the rebrand such as value proposition, internal communication and target audience. These will be designed to be according to the new brand identity. **The third phase** will include company's perceptions and visual elements including tagline, name, logo and trademark colours. The perception is looked from a new point of view after merger and there are different steps needing to be elaborated. **The fourth phase** will include competitive advantage and the brand message. Brand message is a lot broader than tagline and a very important part of rebranding. **The fifth phase** is the justification for the manual, which is explained in detail.

#### 4.2.2 Manual content

The content of the rebranding manual is based on BobbyHoustons current market position, competition analysis and basic elements needed when designing a new brand. For their target market of mostly international as well as domestic B-to-B clients this manual is necessary tool to keep up in the competition and to better serve the needs of their clients.

BobbyHouston brand is fast evolving and innovative with unique tone and language used when communicating with clients. They promise to take their clients precious brand into their capable hands and they are always searching for the ultimate experience where their

clients will benefit from knowing their passion about work. Employees at BobbyHouston are visionaries, who deliver as promised. Because of this their clients can trust and believe in BobbyHoustons' expertise and brand promise.

Corporate identity design and development includes Vision Statement, Mission Statement, Core Values, Brand Personality and Brand Promise. Value proposition is an important part in any rebranding and the importance of understanding how to communicate internally to deliver unanimous vision cannot be forgotten. Visual elements of the rebranding include tagline, name, trademark colors and new logo.

It is important for the future of the company to understand their perception; how are they perceived, what they do, what they say and what they think. Competitive advantage is to be included in rebranding and there is a saying, "if you don't have it, don't compete". Lastly brand message is important part of the manual and justifications for rebranding have to be explained.

#### **4.3 Rebranding manual (PT 3)**

The outcome is a manual on how to rebrand BobbyHouston after merger. There will be two separate parts in this product, one being the theory part and the other being the actual manual. The rebranding manual will not be included in this thesis other than as screenshots at the end but it will be prepared as a separate tangible product for the case company. This is how BobbyHouston wishes to have it so they have the product and can start execute the recommended steps if felt suitable.

As a whole the rebranding manual will be executed according to different steps as elaborated in the chapter above. Information such as literature, competition analysis and interviews will be used.

## **5 Conclusions**

### **5.1 Product evaluation (PT 4)**

The objective of the product was two-fold. The main objective was to create a rebranding manual for the case company BobbyHouston. Interviews to support the manual were carried out logically to clarify case company's identity and market situation.

Brand identity was explored and case company's needs was taken into account in important aspects of the theory, to better provide a deeper understanding of the whole product thesis. Brand positioning, internal branding and especially competition analysis were particularly important factors in the thesis to be able to create a sufficient and comprehensive manual.

Rebranding manual was created as a separate product only for the use of the case company. To reinforce their rebranding I made suggestions on how to carry out a unifying rebranding process and what to take into consideration and why.

BobbyHouston could profit hugely from taking employee's opinions into consideration when developing their brand further. It is also important to realize the brand message they are delivering and to always stay on the message and not forget it. It is part of success to be able to stand behind your values, vision and mission and when doing this the customers as well as potential customers will have confidence in BobbyHouston and they will believe in the brand. Customers satisfaction is important but loyal customers are the ones every company should aim to achieve because loyalty is more than just behaviour and loyal customers really believe in the brand and will choose it even if there would be problems or financial difficulties.

### **5.2 Recommendations**

In conclusion I recommend BobbyHouston to strengthen brand awareness as well as brand message they deliver to their target audience, this way they are strengthening their brand identity at the same time. When the brand has a broad understanding of every aspect of their business and when they live by and really believe in their message and values, it naturally sends out an effective message to their customers and possibly to stakeholders. It is also recommended to hold constantly corporate events, activities and dinners for the different departments to unite, stay motivated and contribute to building internal brand. The rebranding manual as a separate product provides effective guidelines and information about what to take into consideration when rebranding and how to communicate internally.

For further research BobbyHouston could concentrate for example on how the brand image is being perceived by customers and by employees as well as how the external and internal communication could be improved even further. Internal branding is crucial for BobbyHouston because it develops and builds the foundation of their company brand identity among employees. Before BobbyHouston can effectively present itself externally with the correct image, it needs to fully understand the new brand identity, values and aims. Employees need to feel valued and important and they need to have clear tasks in order to work towards company aims and according to company values. Without these they will not deliver the brand message externally or fulfil the values that are important in customer retention.

Therefore, it would be beneficial for BobbyHouston to teach their employees about the main concepts of the rebrand and to familiarize them with the new values, vision, mission and brand message. The rebranding manual can be distributed to everyone in the company and that would guarantee that the information is passed on to all departments. The rebrand should not be left hanging after all the hard work is done but the brand message and competitive advantage needs to be visited at least annually and modified if needed.

### **5.3 Personal learning evaluation**

My personal learning goals for this thesis was to understand, gain knowledge and identify important factors needed to execute this thesis with success. For me personal learning is fruitful and an opportunity to improve learning and achieve something new that come with challenges and hard work. After, the feeling of achieving your goals and getting the project done is fulfilling. When we set our own goals we work harder to achieve them to not to let ourselves down.

This was a great learning experience even though a bit exhausting at some points. The whole process was interesting and insightful. This gave me the interest and passion to look into organizations with a deeper eye and to analyse their current situations and brands. Case company BobbyHouston was easy to work with and very helpful in what ever I needed. I have many thanks to give to them and I truly hope the manual can help them in developing their new brand.

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## Appendices

### Appendix 1. Interview questions

1. How would you describe your current market position?
  - a. What is the need for digital business in the market place?
  - b. What is your market position compared to your competitors?
2. Who are the three main competitors for BobbyHouston?
3. What are the drivers of BobbyHouston rebranding?
  - a. What is BobbyHouston brand message?
  - b. Why are you planning to change the name of the company?
  - c. How does the internal communication work?
    - i. What are your communication tools internally?
    - ii. What challenges are there in communication?
    - iii. How could you communicate unanimously?
  - d. How do you communicate your identity to your customers?
    - i. What are your communication tools externally?
    - ii. Are there enough tools?
    - iii. Do you communicate one unanimous vision and identity?
  - e. Does BobbyHouston have a tagline?
  - f. What kind of logo would suit BobbyHouston?
  - g. Do you think rebranding can be a good way to communicate the changes happened in BobbyHouston?
4. Are all your clients B2B?
5. How many staff members are there in different departments?
  - a. Is there communication between them?
6. Define your target market?
7. What is your market share?
8. What is your market strategy?

## **Appendix 2. Interview transcription**

### **How would you describe your current market position?**

Most of BobbyHouston customers are B2B, primarily textiles & retail clothing industries but some are also B2C. Our clientele include GORE-TEX and associated brands (Haglöfs, Sail Racing, Calvin Green), Hästens and GEOX among others. For all our clients it is a necessity to have a clear plan on how to communicate brand identity.

Different stakeholders views of the commissioned company's brand identity differ. Consistent rebranding is necessary and beneficial to the company and to each stakeholder. We need to transmit unanimous identity and have unanimous vision for to be able to compete in our market.

### **What is the need for digital business in the market place?**

Everything is operating in digital form in today's business world at least if you want to compete. Especially in our field of business everything is digital and a lifeline for our business success. The need to differentiate our business is more and more critical and our organization's ability to leverage and manage information is an asset very much needed.

### **What is your market position compared to your competitors?**

We use a specific and unique tone and language we use to communicate to our customers. We are the only company in Sweden who operates in many fields all at the same time and not only for example in 3D and film.

### **Who are the three main competitors for BobbyHouston?**

StinkDigital, Casual Films and Stark Communications.

### **What are the drivers of BobbyHouston rebranding?**

We want our customers to identify easily with our story we deliver.

**What is BobbyHouston brand message?**

Specific and unique tone of voice used in communicating with the customers.

**Why are you planning to change the name of the company?**

After merger and after so many internal changes the name Houston is no longer relevant. Also the new name Bobby Digital Studios better reflect our field of business and makes us more easy to be recognized.

**How does the internal communication work?**

Yes it does work pretty well even though there are different opinions in different departments.

**What are your communication tools internally?**

We use intranet and emails as well as weekly face-to-face meetings.

**What challenges are there in communication?**

To reach potential customers, effective communication.

**How could you communicate unanimously?**

Through these face-to-face meetings and we think this is the best way.

**How do you communicate your identity to your customers and what are your communication tools externally?**

We communicate through our website. We have high referral rates and we always aim to demonstrate our customers' ambitions through our work.

**Are there enough tools?**

We could have better ones and probably will have in the future. We need to create our own platform and a better Website. We could also refine our message we deliver.

**Do you communicate one unanimous vision and identity?**

At the moment we do not and we need to find a way to do this thru rebranding.

**Does BobbyHouston have a tagline?**

Making brands shine. And spread.

**What kind of logo would suit BobbyHouston?**

This is under development. But current logo will change.

**Do you think rebranding can be a good way to communicate the changes happened in BobbyHouston?**

It is a great way and a necessary one. We need to do press releases more and use mass advertising launce. We also need to find unanimous voice inside the company.

**Are all your clients B2B?**

No, we have few B2C clients we do work for when they so require. We do not sell to them but they come to us and ask for some work to be done.

**How many staff members are there in different departments?**

There were eighty employees when we merged but now we are down to thirty employees.

**Is there communication between them?**

Yes there is, we keep these face-to-face meetings and use intranet as mentioned earlier.

**Define your target market?**

B-to-B companies domestic and international. Mostly international clients. We work with textile, automotive and medical industries among others.

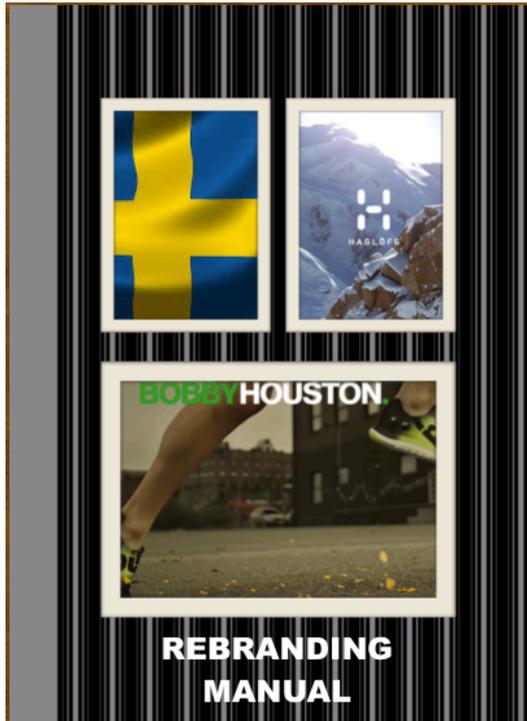
**What is your market share?**

No data clear data at the moment. Maybe around 0,05 % in domestic but not confirmed.

**What is your market strategy?**

To build better digital experiences.

## Rebranding Manual



### CONTENTS

1. Brand identity structure
2. Corporate identity design and development
  - a. Vision and mission
  - b. Core values
3. Value proposition
4. Internal communication
5. Target audience
6. Visual elements
7. Perception
8. Competitive advantage
9. Brand message
10. Justification

BRAND  
IDENTITY =  
  
THE WAY YOU  
WANT YOUR  
COMPANY TO BE  
PERCEIVED

## 2. CORPORATE IDENTITY DESIGN AND DEVELOPMENT

### 1. BRAND IDENTITY STRUCTURE

BobbyHouston brand identity structure illustrated on the next page consists of four different perspectives with different elements included in them. All these elements represent the new brand BobbyHouston stands for and how the company should be perceived by customers.

Organizational perspective	Personality perspective	Visual perspective	Service perspective
Viability	Personality	Logo	Clients
People	Customer relationship	Colours	Quality
Vision	Unique and best	Symbols	Expertise
Mission	Accomplishments	Slogan	Effective
Values	Intellect	Unique designs	Growth
Assets and Skills	Passion	Brand promise	Common language

## VISION

- To be the best



(Be effective, articulate and be passionate!  
Imagine what others cannot see and  
deliver what you believe is possible!)

## MISSION

- To build better digital  
experiences



(What do you want to accomplish?  
What is your ultimate goal?)

## CORE VALUES

Growth

Passion

Intellect



## BRAND PERSONALITY

"Passionate and unique with  
goal-oriented mindset"



## BRAND PROMISE

"We create unique world-  
class levels of digital  
experiences specifically for  
you"



## 3. VALUE PROPOSITION

### Functional benefits

- Unique designs, high quality work and  
active interaction with customers

### Emotional benefits

- Being passionate about work, getting  
excited of new challenges and feeling  
inspired by making brands shine and spread

### Self-expressive benefits

- Showing the willingness to improve ones  
work and being interested of creating  
success stories

## 4. INTERNAL BRAND COMMUNICATION

- Use common language to distill into a consistent message!
- Employees need to understand the goals and objectives of BobbyHouston
- Use upward, downward and horizontal communication because company values should be delivered through good quality internal communication.
- Make sure information reaches employees rapidly and so that the message is understood.
- Different levels of employees in BobbyHouston such as managers, creative directors etc. should receive different styles of communication depending on their occupation.
- Include **Story Telling** in meetings and negotiations. It is inspiring and it help to make BobbyHouston a memorable brand.

## 5. TARGET AUDIENCE



B-to-B: Domestic and international: large and medium sized companies with resources, some smaller companies and B-to-C.

## 6. VISUAL ELEMENTS



## TAGLINE

**Making Brands Shine.  
And Spread.**

Why this tagline? It is effective, descriptive and is already recognized by BobbyHouston clientele.

- Good tagline influences consumers' buying behaviour by waking up an emotional response.

- It is a company statement that captures personality, positioning and it should differentiate BobbyHouston from competitors.

- BobbyHouston should update their tagline if it has a short run!

OPTIONS: #1 "CREATING EXPERIENCES"  
#2 "UNIQUE DESIGNS"

## NAME

New Name:

**BOBBY DIGITAL STUDIOS**

Why this name? The right name is easy to say and remember and it stands for something. This name can enable the company to build brand extensions with ease.

- Name awareness doesn't equal brand awareness.
- Without name recognition, people bring biases based on the region, province, or country.
- Companies miss a huge opportunity when they fail to communicate the meaning of their new name.

## TRADEMARK COLOR

New colors:

Green and Black

**GREEN** represents creativity and dedication



**BLACK** represents strength, elegance and power

## LOGO

New Logo:



Why this logo? It is deceptively simple, but it carries a meaning that Bobby Digital Studios is achieving all goals and that they are determined to make brands shine and spread.

- Logo is delivering brand image and when designed well it can do wonders but when designed bad it can do a lot of damage.

- Unique and well designed logos are unforgettable.

- Good logos blend into brand image and are everlasting, like the business.

- Good logo needs to work well on Web, in Videos and in print Adds.

## 7. PERCEPTION



### How we are perceived:

Determined with unique creative designs

### What we do:

Bobby Digital Studios is a digital and content studio

### What we say:

Communications strategies, integrated campaigns and world-class levels of craft and technology

### What we think:

To build better digital experiences in the form of film, 3D & VFX, and interactive solutions

IF YOU DONT HAVE  
COMPETITIVE  
ADVANTAGE - DON'T  
COMPETE!



## 8. COMPETITIVE ADVANTAGE

#1 Specific and unique tone and language used to communicate to customers.

#2 The only company in Sweden who operates in as many fields all at the same time.

-Design desirable product for your customers that are better than your competitors products

>This enables BobbyHouston to generate more sales or superior margins compared to competition

- Provide an edge over rivals!

## 9. BRAND MESSAGE

" Passion for creating unique and original success stories"

"Stay on Message"

- Use same unified message on the web, in an advertisement, in conversations by a sales person, in a speech given by head of company.

## 10. JUSTIFICATION

The main drivers to rebrand are decisions or processes in a company that result in a change in the company structure, strategy or performance.

Usually change in ownership, change in corporate strategy or competitive position are found to be sufficient and important reasons to rebrand but most often the reason is mergers and acquisitions, spin offs or a need for a change in brand image.

(Muzellec & Lambkin 2006.)



Source for manual:  
Wheeler, A. 2006. Designing Brand Identity. John Wiley & Sons, Inc. Hoboken, New Jersey.

Haaga-Helia University of  
Applied Sciences, Finland

Bachelor's Thesis  
Degree programme in  
International Business 2016

Elina Sotaniemi