THE PROCESS OF REBRANDING A COMPANY IDENTITY

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ABSTRACT

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The purpose of this thesis was to study what the most important aspects in brand identities and rebranding are and how to practice them efficiently. Different fundamentals used in creating a brand identity were examined. The influence that customers and clients can have on the rebranding process and the importance of the designers’ understanding of marketing were also evaluated. The goal was to examine the main points a designer needs to consider while rebranding.

Having a brand identity is essential for a company, as there are numerous companies from which customers can purchase services. Although marketing is one of the key elements of a successful company, a strong brand identity can help the company to stay consistent and credible to its customers through both how they communicate and how they look. If the brand identity is outdated or it does not appeal to the current customers, rebranding is a necessity. Rebranding enables the company to fix its past mistakes and it can give it a new chance to succeed or increase the already prosperous business.

After different branding methods and aspects are discussed, they are applied in a case study by creating a brand identity for an existing Finnish marketing company. The case study was made as a part of the thesis to understand rebranding better in practice and how clients and customers affect the process as well.

As a result, the author learned how a designer can benefit from using marketing techniques. The outcome of the case study is presented in a brand book that summarises the created brand identity. The results of the rebranding process are later discussed and evaluated in the thesis.

Key words: brand identity, rebranding, brand resonance, brand book.
CONTENTS

1 INTRODUCTION........................................................................................................... 5

2 REBRANDING FUNDAMENTALS ............................................................................. 6
  2.1 Defining brand ........................................................................................................... 6
  2.2 Brand identity .......................................................................................................... 6
    2.2.1 Brand equity and brand positioning ................................................................. 8
    2.2.2 Brand resonance ............................................................................................... 9
  2.3 Understanding rebranding ...................................................................................... 12
    2.3.1 Understanding the client .................................................................................. 15
    2.3.2 Understanding the customer ............................................................................ 16
  2.4 Research and process ............................................................................................. 18

3 CASE STUDY: AMT HAKEMISTOT OY ..................................................................... 20
  3.1 The client: Suomen AMT Oy / AMT Hakemistot Oy ............................................. 20
  3.2 Objectives for the rebranding .................................................................................. 21
  3.3 Timetable .................................................................................................................. 22

4 BACKGROUND RESEARCH ..................................................................................... 23
  4.1 Past identities .......................................................................................................... 23
  4.2 The average customer for AMT ............................................................................. 29
  4.3 Benchmarking ........................................................................................................... 30
    4.3.1 Suomen Asiakastieto Oy ................................................................................ 30
    4.3.2 Fonecta ............................................................................................................. 31
    4.3.3 Qimtek .............................................................................................................. 32
  4.4 Enquiry ...................................................................................................................... 34
  4.5 Conclusion of the research ..................................................................................... 36
    4.5.1 Brand strategy .................................................................................................. 36
    4.5.2 Brand management and marketing ................................................................. 40
    4.5.3 Brand mantra and promise ............................................................................. 41

5 REBRANDING THE IDENTITY .................................................................................. 42
  5.1 Identity designs for the client .................................................................................. 42
    5.1.1 First layout draft .............................................................................................. 42
    5.1.2 Second layout draft ......................................................................................... 44
  5.2 Final brand identity .................................................................................................. 45
    5.2.1 Website .......................................................................................................... 48
  5.3 Managing assets ...................................................................................................... 53
    5.3.1 Brand book ...................................................................................................... 53

6 CONCLUSION ............................................................................................................ 57
  6.1 Feedback ..................................................................................................................... 57
6.2 Summary .................................................................................................................. 57
REFERENCES ............................................................................................................... 59
APPENDICES ............................................................................................................. 62
  Appendix 1. Interview with Jarmo Myllysilta from AMT Hakemistot Oy ..... 62
  Appendix 2. Enquiry for AMT Hakemistot’s customers ................................. 66
1 INTRODUCTION

This thesis studies the main aspects in rebranding and brand identities and what there is to consider when practicing them from a visual identity to a brand book. The thesis offers guidelines for a designer who is creating a brand identity. Different aspects of branding are discussed in the thesis, and finally they are adapted in a case study by creating a brand identity for an existing marketing company.

Having a visual identity is essential for a company. When customers are looking for new services, a distinctive visual identity can do a lot when it comes to choosing a service. Essentially a brand consists of a visual identity, marketing, and a core message, which all have a big influence on how the customers see the company. Feedback from the customers is something that companies need to consider daily, and that is where a brand identity comes to help. To assure that a company stays relevant to its customers, it is advised to check the brand identity of the company every now and then to make sure that it meets the required standards.

The key element of having a strong brand identity is to be able to understand the customers and fulfil their demands. This has led marketing to become an important part of rebranding. Therefore, a designer needs to be able to understand how marketing can help the brand identity and how the brand identity can help marketing. This assures the company to reach its goals.

A case study is part of this thesis. The case study works as an example where all the learnings in this thesis are used and the learned techniques are experimented with. The project of the case study was to do rebranding for a Finnish marketing and publishing company.
2 REBRANDING FUNDAMENTALS

2.1 Defining brand

According to the American Marketing Association (2018), a brand is “name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers” (American Marketing Association 2018). These characteristics are referred as brand elements and by using them a brand identity can be created. Brand is a vast entirety and the term can change its purpose depending on its user. Keller (2012) mentions that sometimes brand is also referred as something that has created a certain amount of awareness, reputation or prominence. (Keller 2012, 2).

Slade (2016) states that having a brand has become vital for companies in the 21st century. The manipulation and control of a brand’s image has slowly become more important than the actual product the brand is selling. Nowadays the products are designed to extend and reinforce the brand’s success. (Slade 2016, 12).

2.2 Brand identity

Brand identity is one of the fundamentals in a branding project. With brand identity, the brand can communicate its vision and mission both internally and externally while setting guidelines and consistency for the brand. According to Lake (2018), “Brand identity is the message the consumer receives from the product, person, or thing. The brand identity will connect product recognition.” (Lake 2018).

An example of a strong brand identity can be seen in Just Water’s brand (picture 1). Just Water sells ethically sourced spring water in paper bottles and the company’s process is transparent at every stage of production (Positive Branding 2018). The name of the company communicates what the product is, and all the materials support the brand’s message of how the company is making impact with one bottle at a time. Both the visual identity and the marketing of the brand supports each other, ensuring it a strong brand identity.
Wheeler (2009) advises that when creating a new brand identity, a good way to begin is to have a conversation about the future and what it will hold for the company. Design needs to be able to anticipate the future before it happens, and a successful brand identity endures the passing of time and stays timeless throughout its lifespan. Benchmarking and following the latest trends in the industry helps when considering the future. (Wheeler 2009, 32).

Successful brand identities communicate directly to their target group. They stand out for how they look and feel compared to their competitors. When designing a brand identity, some designers come up with a workable solution right away while others wrestle with the case for a year or more. Trusting the creative process is important when you are designing, but it is also essential to be able to develop good ideas when creating an effective design identity. (Budelmann, Kim & Wozniak 2010, 86, 90).

Finding a good solution is something to target for and by succeeding it enables both the designer and the client to be pleased with the final product. By staying on track where the brand identity is heading, the designer can justify their ideas to the client and execute them effectively.

There are also some common factors which lead a brand identity to fail. It is important to study the known facts that are the traits of an unsuccessful brand to be able to avoid making these cognizable mistakes. According to Slade (2016), the following statements
are some of the reasons a brand can fail: overestimating the brand’s importance and therefore having a too strong ego, forgetting what the brand stands for which is also referred as brand amnesia, or having an outdated brand that has not got enough attention from the company. A brand that undergoes redesigns constantly causes it to lose its identity and leads it to commit brand deception, which is a term used when a brand does not keep its promises. In a case of brand deception, the brand faces harmful consequences quickly by the feedback of the customers and media. (Slade 2016, 67).

2.2.1 Brand equity and brand positioning

Brand equity is a term usually used in marketing that refers to all the elements a brand has and which the customers identify. With brand equity the brand’s value can be described. A well-established brand owns more equity and it is immediately recognized by customers (Byard 2017). Brand equity can be affected positively by brand positioning.

An example of strong brand equity can be seen in Starbuck’s brand (picture 2). According to Investopedia (2018), in a consumer case study customers chose Starbucks over other companies because of the company itself and the quality they offer. The company is appreciated by it’s customers for its promise for social responsibility (Investopedia 2018). By focusing on having a positive social impact the company has managed to increase its brand equity.

According to Ghodeswar (2008), with brand positioning a perception of the brand is created in the customer’s mind. The objective is to create the desired perception proposition

PICTURE 2. Logo of Starbucks (Starbucks Corporation 2018)
and later follow this proposition with the use of brand positioning. Having a well-positioned brand ensures it a competitively attractive position. (Ghodeswar 2008, 6).

Andrivet (2017) advices to analyse and define the following aspects in the brand to create a successful positioning: what the customers want, what are the company’s and brand’s capabilities, and how the competitors have positioned their brands. A brand position statement can be created by using this information. “An easy way to define a brand position statement is to summarize it in three words”, states Andrivet (2017), “for example, “vegan, traditional & feminine”. Try not to choose generic words such as “quality-products, unique, successful” because this is the aim of every brand.” (Andrivet 2017).

The brand position statement is for internal use and it should not be confused with the brand’s tagline or slogan (Bueno, Jeffrey 2017). A designer should be aware of the brand’s equity and positioning when rebranding. The aforesaid method can be a powerful tool that helps the designer to understand the brand better and how the company can achieve its targets, although it is usually recommended to be utilized by the company’s marketing team.

\subsection{Brand resonance}

An effective brand has a good brand resonance. Brand resonance defines what kind of relationship the customer has with the brand and with it the company can measure their brand’s successfulness. Examples of brands with high resonance are Apple, Adidas, and Samsung. These brands have loyal customers who connect positively with the brand and have strong relationships with it.

Slade (2016) states that with social media the consumers have found a way to communicate with the brands and the brands can engage with their customers 24 hours a day. It has allowed the customers to be involved with the brands in ways that traditional media cannot achieve. (Slade 2016, 18).

According to Zook (2016), it has become more important how the brand is seen by the customers because of the social media. With just a couple of clicks, the customer can give
a company a feedback that can be seen by millions of others. Having a strong relationship with the customer guarantees a better reputation for the brand. (Zook 2016).

“But, in order for brand resonance to occur, you have to invest the time in understanding what your beliefs and values are as a business”, states Zook (2016), “you have to know what you stand for and bake that into your brand. That’s what will give you the power to create lasting members of your tribe.” (Zook 2016).

One way to study a brand’s brand resonance is to use Brand Resonance Pyramid, also known as Keller’s Brand Equity Model (figure 3; figure 4). It was developed by Kevin Lane Keller and it was first used in his book “Strategic Brand Management”. The pyramid consists of four levels that have different attributes of a brand: identity, meaning and mission, how it responds to others, and what is its brand resonance (Mind Tools Content Team 2016).

FIGURE 3. Brand Resonance Pyramid (Keller 2012)
This method is an effective way to study the company’s customers and its current brand. By following the steps of the pyramid, one can measure their brand’s resonance and the current or desired situation. Keller (2012) states that “resonance is characterized in terms of intensity, or the depth of the psychological bond that customers have with the brand, as well as the level of activity engendered by this loyalty” (Keller 2012, 92).

Although this method is commonly used by the marketing team in a company it can also benefit a designer: by specifying the brand’s current and desirable resonance, the designer is able to understand what kind of customers the brand has and the brand identity that is needed for the company.

If one of the four steps introduce a question that the brand resonance pyramid is not able to answer, it designates that there needs to be some work done in that area. According to Keller (2012), the pyramid enables the company to create active and loyal relationships with the customers. It considers what the customers think, feel, and do, and how they connect with the brand. (Keller 2012, 79).

By studying the brand’s resonance, the designer can get a wide understanding of the brand’s equity and what it is missing. Utilizing the Brand Resonance Pyramid while creating the brand identity enables the designer to unite marketing with visual design.
2.3 Understanding rebranding

The difference between branding and rebranding is after all little yet defining: in branding a brand is created when there has not been an existing brand for the subject before, while in rebranding the brand is done for a company that already possesses a brand identity. These two subjects may seem a bit identical at first, but in the process of rebranding more questions needs to be asked considering the past and find out answers to them while also focusing on the future to succeed and achieve the rebranding’s goals.

Although in branding the past is also discussed, in rebranding the past of the subject is considered more thoroughly. With rebranding, you can breathe new life into a company, product or service. It can also fix the mistakes made in the initial branding. Even though rebranding can be a massive investment for a company, it is recommended to be done when a change is needed. (McQuerrey 2012).

Wheeler (2009) states that designers need to have a sense of history and examine if there is something that can be repurposed. Rebranding has always something to do with the past, and therefore the past should be taken into serious consideration. (Wheeler 2009, 108).

Rebranding can consist of revitalizing, redesigning or merging two brands when companies merge together. The type of rebranding is always case specific. Hill (2009) categorizes rebranding as the following three types: refresh, marriage or full rebrand (Hill 2009).

With refresh, a brand is updated yet it stays familiar to its customers. An example of a refresh can be seen in Mastercard’s logo rebranded by Pentagram (picture 5). With the new identity, Mastercard looks current yet it is still recognizable to its old customers. The simplicity in the new logo changes the old-fashioned feeling the old logo has. By having a trendier look, the company is more approachable by its current and new customers, although it can cause confusion to its regular customers at first. Preserving the round shapes and using the same colour palette as the old logo Mastercard manages to respect their old brand identity yet stay recognizable with their new one.
The term marriage in rebranding is used when two companies merge together or there is new management in the company (Hill 2009). When a merge happens, it depends on the companies if there is a need for rebranding to be done. While sometimes this kind of branding can be just a little change in a logo, other times it can be a total rebrand. Hill (2009) states that “A full rebrand is a completely new conceptual and strategic direction for the brand, architected and executed across the corporate identity and all brand touch-points” (Hill 2009).

According to Perez (2016), in 2016 Instagram rebranded its brand. They changed the old well-known icon of a camera and the colours they had used to a colour gradient. This rebranding caused a lot of conversations when it was released and many users of Instagram did not like this new look, and therefore it was received warily. What consumers did not understand at first was that Instagram also did this to integrate their sub-brands Layout, Boomerang, and HyperLapse with Instagram (picture 6; picture 7). This strategic act made the sub-brands more recognizable and united them better with the already familiar Instagram. (Perez 2016).
Although Instagram took a risk with this full rebranding, it ensured Instagram’s youthful standpoint. Instagram managed to keep a part of its former identity by preserving the loved camera icon and to try something completely new with the new logo and gradient colour palettes. What can also be seen in the new brand identity is the use of flat design, which refers to design that is simple and user-friendly. May (2018) states that flat design emphasises usability, minimalism, open space, bright colours and two-dimensional illustrations (May 2018).

Involving the sub-brands in the process was a wise act, advancing them to be associated with the main brand. According to a chart by Statista (2018), most of the users of Instagram are 18-24 years old. Although the new colour palette is more light and feminine compared to the old one, the brand is effective for both females and males when the percentages of users are examined. The chart shows that there is almost an equal amount of users from both genders (picture 8).

![Distribution of Instagram users worldwide as of April 2018 (Statista 2018)](image)
2.3.1 Understanding the client

It is important to fulfil the client's request. If the designed brand identity does not follow the brief given by the client, they might decide to not use it at all. A successful branding project is a mixture of good design, good research, and good communication. “The priority is to understand the organization: its mission, vision, target markets, corporate culture, competitive advantage, strengths and weaknesses, marketing strategies, and challenges for future.” (Wheeler 2009, 102).

Understanding a client’s business nearly as well as they do themselves is one of the key points in having an effective relationship with the client. Santoro (2014) advises designers to start the work by asking the aforesaid matters - this way the designer doesn’t only help themselves in the project but they also help the client to guide the designer in the upcoming process of what they want from the work. (Santoro 2014, 104).

Every client is different, but there are some basic guidelines when dealing with a client. One of these is to think from the client’s point of view so that the designer can understand better what their motives are. Shapiro (2003) advises focusing on how the client sees their case when presenting the output to the client. Design can be something that they do not completely understand. That is why it can be wise to persuade them from the sales point of view, like how the design will increase the overall sales for the company. It is also wise to remember that if the client has not done that kind of project before, it might take time for them to accept everything that is planned to do for them. (Shapiro 2003, 9-10).

It is important that during the rebranding process the client also understands how important their part in the brand is and how it affects everything in the company. Armitage (2017) mentions that successful companies should understand that every member of their organization is equally important in representing and promoting the company brand. Even if they do not interact with the customers, they are part of the brand’s identity (Armitage 2017). Therefore, it is wise to create clear guidelines for the company to use after the rebranding has been done. Guiding the client is sometimes one part of the designer’s work and it can be equally important as creating the visual design for the brand identity. To achieve better results from their work, the designer should improve both their visual and communication skills.
2.3.2 Understanding the customer

How a customer sees a company has a lot to do with the company's brand and this mental image can be vital for the company. It is important that when a company is rebranded, the brand stays relevant to their customers and the positive notions the customers have beforehand are considered. Keller (2012) mentions that a brand resides in the customer’s mind fundamentally and with branding, mental structures are created in the mind of the customer, providing value to the firm and impacting the customer’s decision making (Keller 2012, 8).

A successful brand uses its unique set of values to drive a successful business strategy – to encourage consumers to choose it over its competitors. Therefore, a successful brand is one that achieves a high degree of recognition by consumers. However, this relationship is based upon reputation, so for a brand to retain its position, it must ensure that it continuously fulfils the customer’s expectations. (Slade 2016, 14.)

While rebranding can invigorate a brand, it has a huge risk to alienate the customers and therefore be a failure for the company (Datamonitor 2009). According to Andrivet (2015), in January 2009 Tropicana rebranded their packaging and logo for their product Tropicana Premium in North America. The customers did not take the rebranding well and the emotional bond they had with the brand was weakened. In two months the sales dropped by 20 percent. Because the customers criticized the new design and did not connect with it, on February 2009 Tropicana decided to return to its original packaging design. (Andrivet 2015).

The Tropicana’s new package design had different slogans, and it was missing the iconic picture of an orange and the straw which the customers recognized (picture 9). By changing the packaging, the emotional bond the customers had with the brand was lost. When rebranding, it is important to remember the emotional connection the customers have with the brand; changing this too drastically can lead to unwanted end results.
Another example of the importance of understanding the customers can be seen in a Finnish retail trade company Stockmann. Ahto, Kahri, Kahri, and Mäkinen (2016) report that in the past, Stockmann was both the customers’ and media’s favourite for decades, starting from the 1980s. During this period Stockmann’s customer promise was to provide high satisfaction, good service and real advantages to its customers. Fast forward to the year 2014 and the company was in a crisis. What happened was that from the 2000’s forward, the company started to focus more on expanding its business rather than focusing on its customers. By not providing the customers the company’s customer promise, having an unsuccessful online store, and the 2008 economic depression led the company to operate loss. In 2014 Stockmann stated that they will return their customers trust back to them by focusing on their customer promises again, which seemed the strongest way for Stockmann to regain its position as a successful company. (Ahto, Kahri, Kahri and Mäkinen 2016, 47-49).

When it comes to measuring a successful brand identity, the answer can be concluded from the company's customers. Awareness, loyalty, and the brand’s recognition tell a lot about the brand’s successfulness and where it needs to do better. Slade (2016) states that the strength of a brand identity is seen in how the customers recognize the brand and how the meaning of the brand is communicated. Brand identities become meaningful when they stay in the mind of the customers. (Slade 2016, 54).
2.4 Research and process

When starting a new rebranding process, one of the most important things is to start by researching and do it well, because as mentioned before research is one of the fundamentals when talking about successful rebranding. Knowing about the client, subject, and customers help the brand to acquire its desired brand resonance and reach its goals. Reserving enough time for the research in the schedule should also be considered when planning the project schedule.

Like in all projects, having a timetable and following it is crucial. Therefore, it is wise to determine the schedule at the beginning of a project. Setting goals that need to be achieved throughout the project help to keep track of how you are following the schedule. According to Tracy (2014), how you manage your time defines your project and if it is a success or a failure. Time is an important asset and by understanding this you can use it better and accomplish your goals. (Tracy 2014, 2).

It is important to start the process by defining what there is to be done for the task. Keeping track of the process helps to manage the project and hold on to deadlines. Wheeler (2009) advices designers to execute the project’s process the following way:

1. Conducting research
First the focus is on the research. In the research clarifying the vision, strategies, goals, and values of the company are investigated and defined. Interviewing the client and key management helps in clarifying what are the client’s basic needs and evaluating the existing brand helps in understanding what they currently have.

2. Clarifying strategy
Clarify the brand strategy, synthesize what has been learned about the company and write a brief about the learnings. The client should then approve the brief before continuing the work.

3. Designing identity
Brainstorm, visualize the future and design the brand identity. Presenting visual strategy, brand identity and achieving agreement with the client are the closing points.
4. Creating touchpoints
Finalize the identity design and apply brand architecture to it while considering the touchpoints. Patterson (2010) states that touchpoints are all the customer interaction that influence’s the customer’s perception of a brand (Patterson 2010).

5. Managing assets
Build synergy around the brand, create guidelines, develop launch strategies and after this launch the brand internally. If the first launch succeeds, launching externally comes next. (Wheeler 2009, 90-91).

By following these guidelines, the designer can stay on track of their process and achieve their goals. Although all projects differ from each other, these instructions can be used to help the project to go in the right direction. Every designer has work methods that work the best for them, but by staying open-minded to new practices they are able to improve their techniques and advance as a designer.
3 CASE STUDY: AMT HAKEMISTOT OY

A case study is a good way to investigate the conclusions made while researching rebranding. The researcher gets to apply their findings in a real-life project and that way get genuine answers and feedback on what works and what does not. This leads into understanding the process more profoundly.

Rebranding is a wide process that affects many things in the company. The case study aims to compress this process to be more practical and effective for both the client and the designer and offer an example for a designer on how to do rebranding.

3.1 The client: Suomen AMT Oy / AMT Hakemistot Oy

The client of the case study is Suomen AMT Oy and AMT Hakemistot Oy. The client is referred as AMT later in this thesis. AMT Hakemistot is subsidiary of Suomen AMT Oy. The core idea of Suomen AMT Oy is to produce event activities, fair catalogues and publish magazines for the industry’s professionals in Finland. The owner of Suomen AMT Oy has education and experience from media and marketing field beforehand. This fact led to establishing Suomen AMT Oy in 2002. In 2007 the subsidiary was established by three stakeholders, and there are a total of seven people working in AMT Hakemistot Oy. The author of this thesis has worked with the client before and found it natural to work with AMT again.

The client produces and publishes fair catalogues, does customer relationship marketing, and organizes events. One of the main products for the client is their website amt.fi. The website has a comprehensive search engine for their customers to use and advertise in. With the use of amt.fi, the customers can find detailed information about possible future partners and find new contacts.

The area of work for the AMT Hakemistot is the field of automation, customer relationship marketing, electronics, energy, metal, plastic, security, and subcontracting. The abbreviation for AMT comes from the sentence Advanced Media Technology. Although the client does not produce advanced media technology, it aims to provide advanced
media services to its customers. The sentence ‘Advanced Media Technology’ has not been used in any materials that have been produced for Suomen AMT Oy nor AMT Hakemistot Oy.

3.2 Objectives for the rebranding

The client wanted to have the rebranding done for both Suomen AMT Oy and AMT Hakemistot Oy together because these two companies use the same visual identity. By the start of this project the author had an interview with Jarmo Myllysilta from AMT, where the objectives for the case study were defined, goals were set, the current behaviour of the customers was examined, and AMT’s history was discussed and documented. The client and the author also decided to execute an enquiry for the customers of AMT to confirm the need for the upcoming changes. The enquiry was also a great way to get some information about how the customers might react to this rebranding project and acquire valuable insight about the customers.

In the interview it became clear that AMT wishes that the rebranding would enable their company to grow bigger and become more well-known. The client believes that their current visual identity is outdated and it does not stay in the minds of their customers. When asked where AMT sees themselves in ten years, the answer was that they wish to be working in Finland and possibly in Europe. The client wants AMT to be a professional and trustworthy business to business company.

The client wanted that the logo of AMT Hakemistot and amt.fi website were focused the most on this case study. Limits were also set for the upcoming project: the banners of other companies shown on their website are compulsory items, and the amount of text in their media cards which are sent to the customers cannot be shortened.

The objectives for the rebranding were to brighten and refresh the materials used by the company and create an effective brand identity which can be used for years to come. It is most likely that the client will not do rebranding in a long time after this project is finished and that is why one of the themes for the rebranding was also to be timeless. AMT requested that the new brand identity would be professional and appeal to the AMT’s target group.
3.3 Timetable

The client hoped that all the material for the rebranding would be finished by June 2018. This is because Subcontracting Trade Fair 2018 will be held in autumn and this event is one of the most important ones for AMT. For this reason, it was decided that the project is executed in three months, from April to June. If there is a need for polishing and changes in the materials, the final touches need to be done by the end of July.

The case study was started by researching, analysing the customers, and creating a brand brief. After this, a brand identity was created and finally a brand book. There was also a need for a new layout for the website by the end of June so that it is coded in time before autumn. The time needed for corrections and changes the client might want to make was also considered when planning the schedule for this rebranding project.
4 BACKGROUND RESEARCH

Taking advice from the rebranding fundamentals researched before in this thesis, the starting point for the case study was to do thorough background research. The background research was executed by following Wheeler’s (2009) method of how to conduct research. This way the rebranding would be effective, and the desired outcomes would be achieved. The background research focused on the past identities, benchmarking and the brand’s current situation. The interview with the client provided a better understanding of the company’s history and what has worked for them before.

4.1 Past identities

The original visual identity of AMT was done in 2007. According to the client, the same logo has always been in use for the brand identity. The current identity has the slogan “Deepen your knowledge - endorse your know-how” and for the colours red, white, grey and black are used in both the website and the marketing materials (picture 10; picture 11). In the interview, it was found out that the most important values for the client are customer oriented approach, high quality, and active product development. These values have been tried to advertise in AMT’s brand identity before and they are the core message the client wants to communicate to its customers.

PICTURE 10. Current logo of AMT Hakemistot Oy and Suomen AMT Oy

PICTURE 11. Roll up of AMT Hakemistot Oy
In the AMT’s old website suomenamt.fi an illustration of stick figures is used, while in their current website amt.fi there are no illustrations used. The look in AMT’s main website is plain and simple, but the banners of the other companies make it a bit unclear and confusing, making the navigation of the website difficult for the user especially when visiting the website for the first time. The client was able to provide a screenshot of the website from the year 2013, where the design was darker, but the navigation was more clear and simpler to understand than in the current one. Overall there have not been huge visual changes in the history of AMT’s websites (picture 12; picture 13; picture 14).

PICTURE 12. Screenshot of amt.fi front page from the year 2018
PICTURE 13. Screenshot of suomenamt.fi website from the year 2018

PICTURE 14. Screenshot of amt.fi from the year 2013
It should also be noted that in the interview it was found out that the client was okay with their current logo, and they like how their overall look is in their mobile event guide. The mobile event guide is their newest product and it has a different design compared to their other products (picture 15). The fonts and colours used in the mobile event guide differ from ones used in the other products.

PICTURE 15. Screenshot of the AMT’s mobile event guide

AMT was also able to provide pictures and screenshots of their old event guides, roll ups, and newsletters. There are numerous event guides which AMT has published over the years and they all obey the same theme: black cover, the title of the guide in big letters and an advertisement that covers half of the cover page. This theme has been used since 2012 to 2018. In some cases, the event organizer decides how the cover will look like and they will give AMT a cover made by them. Because of these aforesaid elements, the covers have a consistent look but in some special cases, they can differ from each other considerably (picture 16; picture 17).
The current newsletter AMT uses is simple and easy to understand by the customer. The clear square grid used in the newsletter helps the customer to understand the layout easily, and by having a neutral grey background the news articles stand out well from each other (picture 18).
AMT was not able to provide old copies of their business cards, but they told that in the past the business cards had a different font and a picture of the person in the card. The media cards, which are sent to their customers, have also stayed the same for a long time with only little changes in their layout, for an example how the pictures are presented in them. These layouts are both simple and they obey the same design identity (picture 19; picture 20).

PICTURE 19. Business card of AMT Hakemistot
The past identities have a clear visual identity but they do not stand out and express AMT’s brand’s message as clearly as they could. Sometimes the use of many elements makes the composition restless and difficult for the customer to understand it. The covers of the event guides are black, which wages war with otherwise light, clear elements used in the media cards and on the website.

4.2 The average customer for AMT

Working with the customers for over 10 years has created strong relationships between the client and the customers. The average customer of AMT is usually a company that sells products and services to automation, customer relationship marketing, electronics, energy, metal, plastic, security, and subcontracting industry’s businesses and most of these companies are from Finland. Although the companies do business outside of Finland too, being a Finnish company is generally appreciated and it makes the communicating smoother. In general, the customers value traditions and partners who can be trusted. The length of the customer relationship can vary a lot depending on the company.
Over the years AMT has learned that their customers are constantly looking for new services, solutions, and partnerships. Like in most businesses, the customers have started to favour digital media over printed media. Although there have not been direct requests from the customers of more digital services from AMT, the new mobile event guide received a warm welcome and praises from the end users. With this information, it can be stated that AMT’s customers are ready to use completely new products and services and the brand’s image can be improved by using these things, although a poor new product could do the opposite for the brand’s image.

4.3 Benchmarking

To understand AMT better and what kind of competitors it has, benchmarking was done to get a better perspective. Based on the previous interview with AMT and searching online, three companies’ websites were chosen for benchmarking to get an overview of the field and how the others have positioned their brands. Because there have been plans to possibly expand to Europe in the future, studying companies abroad was also important in this case. With benchmarking the idea is not to copy what others have been doing but to widen understanding of the competitors and possibly generate new ideas.

4.3.1 Suomen Asiakastieto Oy

According to Asiakastieto.fi (2018), Suomen Asiakastieto Oy is an information service providing company in Finland. The company works in the field of companies’ financial management and sales and marketing. The company has an encompassing database which they use to provide their services to their customers (Asiakastieto.fi 2018). Suomen Asiakastieto Oy was chosen for this benchmarking because they were mentioned in the interview and they are a large company working in Finland.

Their brand identity is distinct with the blue colour and the easy to read fonts used on their website (picture 21). The picture of Helsinki shown on their website gives an urban feeling for the viewer and a mental image of a big company because Helsinki is the capital city of Finland. Although the identity is very clear, it stands out by having a clear look
and the website’s navigation is easy to understand with the simple icons and the use of the colours that fit well together. In the website the use of flat design can be seen.

The frontpage pays attention to customers who are possibly hearing about the company for the first time and gives a good impression to them by explaining clearly what the company does and what it has to offer for their customers. There are advertisements on the website’s side but only a couple of them. The logo has a simple element in it and icons are used to clarify the headings. Overall, the feeling Suomen Asiakastieto Oy transmits is trustworthy and calm. This website has probably been made with a modern website editor, for example Wordpress, which gives it a contemporary look compared to AMT’s current website.

![Screenshot of asiakastieto.fi (Suomen Asiakastieto Oy 2018)](image)

**Picture 21. Screenshot of asiakastieto.fi (Suomen Asiakastieto Oy 2018)**

### 4.3.2 Fonecta

Fonecta is Finland’s biggest digital media house and online marketing partner and it offers services from marketing online to different data and marketing solutions (Fonecta 2018). Fonecta was chosen for benchmarking because AMT and Fonecta have familiarity with the services they offer. It is also wise to do benchmarking on big companies and learn from them.

Like Asiakastieto’s website, Fonecta also has a clear and distinctive website which stands out well (picture 22). By having the colour red used only in the logo gives the logo’s
colour more value and makes it characteristic in the website. The sans serif fonts are easy to read and everything is clearly written, making the user experience pleasant for the customer. The navigation is simple and easy to understand, making the use of their website effortless.

![Fonecta's website screenshot](image1.png)

PICTURE 22. Screenshot of Fonecta’s website (Fonecta 2018)

Pictures are used to illustrate the website and they create a professional mood for the brand. The colours used fit well together and stay in harmony. There are no banners or advertisements from other companies on the website, which helps the website to stay clear and maintain its design.

All things considered, Fonecta’s website communicates it being a professional yet easily approachable and succeeds in it by keeping the design simple yet effective. The brand has been positioned to promise to offer all search services from their site, and the appearance of the clear brand identity supports this message.

4.3.3 Qimtek

Qimtek is Scandinavia’s largest industrial network provider from Sweden and its website has a marketplace for its users where buyers and suppliers can make business (Qimtek
Qimtek was chosen for benchmarking because it was the only company found outside of Finland which resembles AMT’s business, which was a surprising finding for both the client and the author.

Unlike the companies benchmarked before, Qimtek’s website is not as polished as the others. From the website, it appears that the layout was last updated in 2007. This may explain why its design is not as modern-looking as one could assume. The use the colours of black, grey and orange gives the website a stuffy appearance and the amount of information on the front page makes the navigation confusing. Qimtek also has banners from other companies placed on the right side of the website, which increases the disorderly look the website has (picture 23).

The website’s layout was used a lot during 2000-2012 and it is typical for that era. Nowadays it is common to leave more space on the front page and to not include complicated information on it because of responsive design. The use of mobile devices has made responsive design crucial for websites. Responsive design enables the website to scale in the right size on all the specified devices. “Responsive design has adopted the more specific meaning of adapting your designs to suit a user’s device of choice – – in 2016,
browsing the web on mobile devices overtook desktop browsing for the first time” (Ward 2017, 8, 9).

Although this layout might have been good when it was first released, the design does not endure the passing of time. The content on Qimtek’s front page is a bit confusing for customers visiting it for the first time by not explaining clearly what it provides and for whom it is meant. These matters lead to a bad user experience and possibly causes the company to lose potential new customers.

4.4 Enquiry

An enquiry was made as a part of the case study for the customers of AMT. After having discussions with the client, it was decided that the enquiry would be made at the beginning of the rebranding process. This way, the enquiry would also confirm the need for the rebranding and provide some valuable insight of the customers.

With feedback and statistical data companies can understand their customers better and by studying this data the designer is able to understand what are the needs of the customers and see new opportunities (Best, 2006). The client chose 50 of their customers, who they contacted by calling them directly or sending an e-mail and asked them to fill in the enquiry anonymously. Anonymity was chosen decided because the client did not want to disturb their customers too aggressively.

The enquiry was executed with Google Forms in the beginning of April 2018. It consisted of eight questions, which were mostly focused on what products the customers use, which services they like and what kind of changes they would like to see in amt.fi website. The website is one of the most valuable things to AMT, and therefore it was widely focused in the enquiry. How the customers value AMT was also investigated in the enquiry to understand better what kind of brand resonance AMT has now.

The enquiry received a total of 17 answers, one of them being empty. According to the answers, the customers use services of AMT about 1-2 times a year. It should also be noted was that most of the answerers were subcontracting professionals. The Subcontracting Trade Fair is one of the most important events for AMT, and therefore most of
the contacted clients are working in this profession. Because AMT values these customers a lot, it was also wise to focus on this group’s thoughts and opinions the most.

From the enquiry it was found out that the customers are satisfied with the current services that AMT offers. The current services are the event guides, amt.fi, mobile event guide service, and newsletters. The newsletter was the most liked product, 72 % of the answers giving it a score of four on a scale of 0-5, zero being bad and five excellent. From this result it can be concluded that the customers like how the newsletter is presented and it has useful content for the customers. This finding suggests that the customers want easy to understand products and solutions because the current newsletter is the easiest to understand out of all the products and services AMT offers.

The answers to the question ‘which of the following alternatives describes AMT the most?’ helped to clarify where AMT has succeeded as a brand and where it needs to improve. 73,3 % of the answers said that they see the company as professional and 46,7 % said that AMT is trustworthy, consumer based and helpful. Only 13,3 % of the answers said that they see AMT as an honest company. One of the core values for AMT is honesty and therefore based on this enquiry this value should also be raised more in the rebranding, while also focusing on the values that are already identifiable in the brand. Two of the answerers thought that AMT is old fashioned (picture 24).

![Which of the following alternatives describes AMT the most?](image)

PICTURE 24. Screenshot of the enquiry, translated from Finnish to English
From the enquiry the need for an updated website (amt.fi) rose many times. The customers had answered in many sections that they wished that the website would be updated visually and that they would like it to have more information about their professions (articles, blog posts). 53.3% of the answerers said that they think that the website needs a new visual layout. 40% of the answerers hoped for a mobile version of the website. For the products which AMT offers there were no negative comments, although this might have been because there were no questions asking about improvement ideas for these products.

4.5 Conclusion of the research

Based on the research, the interview with the client, and the enquiry, it can be stated that AMT has loyal customers and more room to grow as a company. A successful brand has good brand awareness, loyal customers, and good brand recognition. AMT’s current brand has the loyal customers, but its own brand awareness should be strengthened.

By having a strong customer base, a company is able to grow, but it should be remembered that this cannot be taken for granted. It is important that the customers are continuously observed and their needs are met. AMT’s services and products need some visual refreshing or a completely new brand identity to achieve satisfied customers in the future too. Although there are no direct competitors for AMT, it would be an advantage for them to stand out from other companies more positively.

Most of the companies that were benchmarked have a brand identity that stands out. The studied successful brand identities have a distinctive colour palette and a logo that fits for this decade and communicates the reliability of the company. The websites are user experience friendly and that way the likelihood of the users staying on the websites increases. These companies also communicate strongly with their target groups by having clear messages written on their materials and have professional appearances, which is important when doing business to business. They have managed to position their brands in correct places and consequently succeeded.

The answers to the enquiry were overall positive, and it can be stated that the customers have a good relationship with AMT. AMT seems to have okay brand resonance with its
customers, although for it to be more effective it would be wise that AMT would identify itself more strongly and communicate even more with its customers. For this to happen, it would be wise to deepen the brand awareness internally. Because of the overall positive tone in the enquiry and suggestions from the customers, it seems that they are ready for some changes in the AMT’s brand identity.

AMT themselves are aware that their look is outdated. The fact that this matter came out in the interview was a positive thing because by comprehending this it makes it easier for the rebranding to happen internally. The next step is to create a new brand strategy and identity for AMT. By lifting the brand AMT can achieve new customers and connect more with its current customers.

It is important that AMT’s brand identity is well thought and executed - this means that both the design of it needs to be good as well as how it is later presented and used by the client. To ensure the succeeding of the rebranding, the designer needs to advise how to apply the brand identity to the client well.

What was surprising was that there seems to be a company opening like AMT in Scandinavia. When searching for information about the possible competitors, there were no companies working in the same field of business that provides the same services that AMT. The client has succeeded in Finland and therefore this research result was positively surprising for them too, confirming the idea of possibly expanding the business outside of Finland.

4.5.1 Brand strategy

Following the directions introduced by Wheeler (2009) before in this thesis, clarifying the company’s strategy was to be done next. The conclusions of the research mentioned before was presented to the client and it was approved by them before the brand strategy was created. By combining the theory discussed in this thesis and the background research done before, a brand strategy was made for AMT which was also later approved by them. The brand strategy for AMT is the following:
1. Attributes for AMT Hakemistot:
The focus is on customer oriented approach because it is important for AMT to have satisfied customers and provide them the best services. Having a satisfied customer guarantees better brand resonance and more connections for the company. AMT aims to be useful to its users and that its services are trusted. Being a pioneer and professional are also attributes that are valued in the new brand strategy.

2. Vision and mission:
The vision is to offer first-rate services to customers. AMT aims to be Finland’s encompassing industry directory provider. It is easily approached and can be trusted. The mission is to focus on the customers and provide them with the best services and experience. The focus is also to get more attention to AMT’s best products and advertise them more to the customers. The new mobile event guide needs also to be more well-known because it has received so much positive feedback during its launch.

3. Key services and products:
Mobile event guide, amt.fi website’s search engine and newsletters to the industry’s decision makers.

4. Competitive advantage:
Customer oriented approach. The customer can find everything they need when searching for new companies, products or services in their industry from amt.fi. Helping the customer and offering solutions to them is something that AMT takes pride in. AMT should advertise more of its experience and professionalism to its customers. It should also be noted that being a company from Finland is an advantage when working in Finland.

5. Challenges:
AMT needs to stand out from others and communicate its message more clearly to its customers. Just taking a quick look at AMT’s website should be enough for the customers to understand what the company is offering and what their vision is.

AMT needs to focus more on the user experience and their brand resonance. These two factors determine how well a brand succeeds. Also, the tone of voice needs to be decided so that the brand stays trustful and does not cause confusion in the customers.
Introducing the new brand to its current customers can also be a challenge. If a brand changes too drastically, it can create negative feelings towards the brand. The customers need to recognize AMT although it changes. It is also important that the customers react positively to the new brand identity.

Creating the new identity and executing it on time. It also needs to be considered that for the rebranding to succeed, AMT employees need also to be ready for the upcoming changes. That is why new brand identity is first executed internally and after that externally.

Using the Keller's brand equity model, a sketch of a brand resonance pyramid was created where the results of the conclusions and brand strategy were explored (picture 25). From this, it can be stated that AMT’s communicating should be improved and it should focus more on creating positive reactions and engage more with the customers. By changing the brand more easily approachable and friendlier, it could improve the way it communicates with the customers. The focus needs also to be on what makes AMT different and better from the others and to advertise these features to its customers. By improving these issues AMT can strengthen its current brand resonance and strengthen the bond with its client while improving its brand equity.

![AMT - Brand Resonance Pyramid (2018)](image)

PICTURE 25. Picture of the sketched brand resonance pyramid
4.5.2 Brand management and marketing

Branding unites many aspects together; from visualising to marketing. Good marketing is one of the aspects a successful brand has. Ahto, Kahri, Kahri, and Mäkinen (2016) state that usually in marketing there are three things that are focused on: continuity, consistency, and credibility. If continuity is done right, the brand will stay in the customer’s mind and that way it becomes memorable. Customers might start learning a brand slowly, but if there is enough consistency, they will start remembering it little by little. Being credible on the other hand ensures that the brand is trusted. Having a brand with these attributes helps it to stand out from competitors and have loyal customers. (Ahto, Kahri, Kahri and Mäkinen 2016, 119-120).

It is important that the client understands that marketing and visual presentation of the company and the brand are equally important in branding. Not only visual changes can change a company’s brand; the company needs also to commit themselves to the project and its marketing tactics should be revised. Best (2006) states that “Marketing identifies opportunities, anticipates and satisfy needs, creates differentiation, gains competitive advantage, generates income and adds value” (Best 2006, 34).

Marketing has a huge impact on how a company succeeds compared to its competitors. Therefore, a marketing plan was also created for AMT, so that the outcome of the rebranding would be as desirable as possible, and the client’s expectations could be fulfilled. As a part of the marketing plan, it was suggested that after the new website is coded and all the marketing materials are ready, a newsletter is sent to the customers of AMT. This newsletter has the new look of the brand identity or at least some parts of it. This way the current customers will be effectively informed about the rebranding.

Google Adwords campaign is also suggested to be done when the Subcontracting Trade Fair 2018 is happening. Using keywords related to Subcontracting Trade Fair will guarantee new customers to find AMT and possibly they will even visit AMT’s booth at the Subcontracting Trade Fair.

During the research, it was found out that there are no guidelines for the employees on how they should communicate with the customers and internally. A new channel for
communicating internally will be suggested to the client, and guidelines for communicating with the customers will also be written.

4.5.3 Brand mantra and promise

Having a brand mantra can help a brand to define what the brand represents. With it it’s easy to say the company’s vision and mission in one sentence. The brand mantra can also communicate what the brand’s promise is. Genevieve (2009, 14) states that a brand promise is more than just marketing; it can motivate the employees and guide them for their actions.

While trust can be difficult to build, losing it can be a much quicker process. Keeping the brand promise is key to building trust in a brand. Initially, the consumer can only go by what the brand promises and assume that the promise will be kept. If the promise is kept, then the brand is strengthened. (Miletsky 2009, 12.)

A brand that can stand for its actions is in the ideal position. It enables the brand to stay consistent in all areas. The brand mantra resembles the brand’s promise; if it is not kept, it leads the brand to execute brand deception and losing the trust of the customers.

To summarise AMT’s new brand identity and strategy, a brand mantra was created. This measure helps to promote the internal branding in AMT and execute it more effectively. A brand mantra should be composed of three aspects: emotional modifier, descriptive modifier and brand function (Keller 2012). In this case, these aspects are the following: trustworthy as the emotional modifier, professional as the descriptive modifier and expert solutions as brand function. From this the brand mantra for AMT was created: reliable professional services. The tagline created for AMT is solutions for professionals.
5 REBRANDING THE IDENTITY

5.1 Identity designs for the client

Wheeler (2009) advises that after the strategy of the company has been clarified, designing the brand identity should be executed next. Therefore, the next step was to create two visual brand identity designs based on the brand strategy created before. By creating at least two different options the client gets to impact the upcoming brand identity more personally. If the first two options are not what the client wants, it is much easier to create the third option when the designer has learned more about the client and what they truly want.

For the first propositions, it was decided with the client that the logo, colours, typefaces and simple mood boards were created. The slogan was written in Finnish; the client wanted the initial designs to be in Finnish so that there would not be any misunderstandings. This was because AMT is a Finnish company and all the internally communication happens in Finnish.

5.1.1 First layout draft

The first layout draft focused more on the old logo and its strengths. In the interview, it was mentioned that AMT was happy with their current logo. Therefore, it was wise to have one of the options to resemble more of what the client has currently. Although it became clear from the background research that AMT is ready for changes in their brand identity, the plan was to offer them one safer option and one more daring option.

Slade (2016) states that a logo, brand mark or brand icon is a simple device that can be plain yet symbolize the values and promises of the brand. (Slade 2016, 24). The logo was updated and kept as a wordmark with using the font ClementePdam and by modifying it a little. Best wordmarks have distinctive fonts so that they stand out from the others yet they are still legible (Wheeler 2009, 54). The logo was updated to look a bit more modern but still resembling the old one (picture 26).
The tagline ‘Solutions for professionals’ was also suggested here for the client and how it would work with the logo. The font for the tagline is Fira Sans, which is a sans serif font. The font is easy to read and it has a playful style in it. For the headlines, Fira Sans bold is used and the font for body text is Lato. This was decided because Lato gives the more formal feeling compared to Fira Sans (picture 27).

The overall look for the first draft is based on AMT’s old brand design and by refreshing it. The spacious feeling, which is in the new mobile event guide, would be brought to all the other materials as well. Rather than using textures and patterns that do not communicate AMT’s vision, the use of stock photos was introduced. By combining these and actual photographs from the upcoming events a trustworthy image is created for the customer. The use of red will also be balanced by using a darker grey in most of the materials (picture 28).
5.1.2 Second layout draft

For the second layout draft it was decided to do something completely different; symbols and objects of geometry were explored until the final design was created. The main element of this identity design became the letter A. A as a letter is usually connected to positive things and it can mean excellency or best quality. For example, some grading systems use the marking A as the best result (picture 29).

![AMT logos](image)

PICTURE 29. Logo for the second layout draft with and without the tagline

According to Wheeler (2009), one way to have a meaning in a brand is to design a symbol for it. Symbols are the fastest form of communication to human perception and they can convey powerful messages. It is important to have profound meaning and logic behind the elements used in the brand. Having a powerful symbol in a logo helps people to remember what the brand stands for. (Wheeler 2009, 34-35).

The author wanted to challenge the round shapes which can be seen in the old logo’s wordmark; that is why the wordmarks were changed to be more angular in the second proposition but still not forgetting what the old identity looks like. The round circle shape used in the A was designed to not make the logo look too harsh.

For the typefaces, different font families were chosen compared to the ones used in proposition one (picture 30). Miletsky (2009, 32) advises that with the right font it is possible to promote the brand’s personality. The use of more serious fonts communicates AMT’s professionalism.

![Typefaces](image)

PICTURE 30. Typefaces for the second proposition

To respect the old brand identity, colour red remains in this proposition. The dark red used before was changed to a lighter red so that the identity design would not feel so
The use of colour blue was used to bring a livelier feeling to the brand identity. In this proposition identity branding was suggested to the client; for an example how the use of the logo’s A could be adapted to different media elements and this way advance the brand’s influence. The use of stock photos was also suggested in this proposition to create more professional feeling for the brand (picture 31).

PICTURE 31. Mood board for the second proposition

5.2 Final brand identity

AMT chose the second layout draft to be finalized as their new brand identity. Wheeler (2009) advises designers to finalize the identity design and apply brand architecture to it after the identity design has been decided. Following Wheeler’s advices, the author focused on these matters next.

While finishing the chosen identity, the author decided to change the fonts used in it. Archivo Black font gave a bit too harsh feeling for the entirety and therefore Work Sans was set as the font for the headlines, while Lato from the first identity was chosen for the body text. Because this identity has almost a minimalistic feeling to it, it was a good idea to brighten it up a bit with the almost cheerful font Lato (picture 32).
PICTURE 32. The brand identity’s typefaces

For the business card, the initial idea of using only the circle of the logo was kept which was presented in the mood board. The client liked this idea after hearing how this was a way to strengthen AMT’s brand identity. It was also suggested that t-shirts with only the circle and letter A would be produced for the next fair event so that the employees could represent AMT with their dressing (picture 33).

PICTURE 33. Use of the new brand identity in a t-shirt

To demonstrate to the client how the new brand identity works in practice, a new proposition for their event guide’s cover was made (picture 34). The fair guide follows the
minimalistic brand identity and communicates its message clearly. It was also suggested that later these guides would be colour guided, and the same colour guides would possibly be used in the website. In the old fair guide, the headlines were written in vertical, which complicated reading the name of the guide. That is why it was suggested that from now on, the headlines would be written horizontally so that they would be easier to read.

![Image of a guide book](image)

**PICTURE 34. Use of the new brand identity in an event guide**

Roll ups were also created to show how the new brand identity works in practice. The roll ups follow the same design as the items before; although here the blue colour is more present. The slogans used in the roll ups encourage the customers to come to talk with the employees of AMT (picture 35).
5.2.1 Website

AMT’s most desired thing in the rebranding was to have new layouts for their website. Taking notes from the benchmarking, an initial layout was created. It was also decided that there would be no image used as a background; this was to respect the old design of the website and to help the clients to connect the old and new AMT together (picture 36). The use of flat design in the website was decided to improve the website’s usability. The client did not give precise claims for the content of the website and therefore some placeholders for text and images were used.
To unify the website with the new brand identity, the letter A was brought on the front page. In the final version, the big A with the image inside would slowly change to another A with an image; this small animation would bring movement to the front page and catch the viewers’ attention. The client wished that the banners of their partners would still be present on the front page. To keep the layout clean, it was suggested that the banners would be shown in a carousel under the important content. This way the banners would be clearly separated from AMT’s content but they would still have enough visibility.

The client also requested that on the front page the client’s events and industries, newsletters and the new mobile event guide would be mentioned. This request was solved by creating a grid for these items (picture 37). It was also decided that the navigation menu would be on top of the page with a lot of space. This was to assure that the website would stay clear even though there would be many banners in it.

PICTURE 37. The second draft of the new website

In the final version, to clarify the front page's grid, it was decided to have the articles and newsletter in smaller blue boxes. The new mobile event guide is advertised most by giving it the biggest space in the grid. The red gives more attention to the items that have them. In the benchmarked websites the search row was given a big role in the design.
Taking inspiration from these, it was decided to also give bigger meaning to it in AMT’s front page (picture 38).

A demo of how the products would be placed was also created for the final layout. It was suggested that all the products would have their specific look and feel, which would later be used again in the products own page. The budget for these images was still being decided when the page was being created and therefore the background image was demonstrated as shown (picture 39).
PICTURE 39. The demo version of the product page

The listing of the products would resemble the current way they are in the amt.fi website. This is because after having a conversation with the programmer, they requested that only the visual aspect of the list would be changed to ease their work. That is why the fonts and the sidebars would be updated only on this part of the website (picture 40).
Responsive design was also taken into consideration and a demo of it was created for the client to use. The use of flat design in the website makes it easier to scale everything smaller when the website is viewed on mobile phones, and the grid helps the programmer when the design is applied to smaller sizes (picture 41). Turner (2014) states that “Flat design allows for web design to become more efficient. Without extra design elements in the way, websites can load much faster and are easier to resize and form around the content it holds” (Turner 2014).
5.3 Managing assets

When the rebranding is nearly finished, Wheeler (2009) advises to create guidelines, develop launch strategies and launch the brand internally. Therefore, the new brand identity was decided to first launch internally so that AMT’s employees would get enough time to adjust to it. The external launch strategy was to inform the clients of the rebranding with newsletters and to have all the new material ready in the Subcontracting fair 2018. It was discussed with the client if they wanted to create bigger launch strategies, but because of the budget there were no other measures made.

5.3.1 Brand book

The final touch for the rebranding was to create a brand book. This way the new brand identity could be easily shown to the employees and they could follow the guidelines written in the brand book. The brand book was made in both Finnish and English.

Miletsky (2009, 28) states that the key components for a brand guide are guidelines for the use of the logo, the colour palettes, the font styles, and what kind of images should be used. The following brand book has the new brand identity’s essential information. It was decided to include the pictures shown before in this thesis in the brand book. This way the reader gets a better understanding of what the brand feels like and what kind of imagery it uses (picture 42; picture 43; picture 44).
Core values

- Customer oriented approach
- Usefulness for the customer
- Professional solutions

Vision and mission

- AMT's vision is to provide professional services to its customers.
- AMT is easily approached and trusted.
- Our mission is to execute our core values and start marketing our services more. AMT wants to get more attention to its best products and services and advertise them more to its customers.
- In the near future we will look also overseas and see if there is a opportunity for our services there.
- AMT will provide its employees a supportive working environment.
Logos

- The following variations of the logo are used. Please follow these guidelines when using the logo.
- Please leave at least 8mm space around the logo when using the size above. When scaled smaller, follow these guidelines by scaling them.
- Try to put the logo on top of white space. If the background has dark colors or images, please use white or black version of the logo.

Logo variations

Typefaces

**Headline**

- For the body text, Lato font family is used. For headline Work Sans font family is used.
- Please use semibold or bold for headlines and regular for body text.
- Make sure that the font size of the header is at least 2 pt bigger than the body text.
- Only use shadows when the text is on a picture. Otherwise do not use shadows.
- Do not use other fonts when creating marketing material for AMT Hakemistot.
- Use the tint of black specified below, or just normal black.
- Do not use other colors in the body text that the ones mentioned above. For the heading, use red when there is a word that need to be emphasized.

Colors

- Please follow the guidelines for the colors presented below. Do not use variations of these primary colors.

RGB: 47, 47, 47
CMYK: 70, 64, 64, 64
#302F2F

RGB: 239, 71, 47
CMYK: 0, 88, 91, 0
#EF472F

RGB: 51, 81, 162
CMYK: 91, 78, 0, 0
#3351A2

WHITE

PICTURE 43. Page four and five of the brand book
Elements

- Please use the following elements when illustration is needed and there is a lot of white space.
- Please leave enough space around the element.
- When there is not a lot of white space, use one of the pictures provided before.

New brand identity in use

PICTURE 44. Page six and seven of the brand book
6 CONCLUSION

6.1 Feedback

By the end of this project the client was presented with the new website layouts and the brand book and based on these materials the client gave their feedback. The client was happy with the new brand identity and it filled their expectations. They were particularly satisfied with the fact that the new brand identity is fresh, youthful and above all modern. The new website layout was also agreeable, although some polishing will be done to it later. The use of stock photos was a new idea for the client and they also liked this suggestion and that the colour palettes are functional. The client appreciated that the old brand identity was respected and remembered in the new brand identity.

6.2 Summary

The field of rebranding is vast yet intriguing. Brand identities can be researched from different standpoints, but the focus of this thesis was to understand the process and the different aspects it has from a designer’s viewpoint. Rebranding a brand identity for an old brand is a huge process and all the parties need to be prepared for it. The theory of the thesis showed how important human relationships eventually are; the designer needs to be able to understand the needs of both the client and the customer. It was also found out that for a designer to truly succeed in rebranding, they should have a sense of marketing. Although marketing has always been important, it has become a necessity for successful brands.

Rebranding gets a head start from the information, items, content, and material that already exists and from the achievements the old brand has gained. With this data, a lot can be learned and past mistakes can be fixed. In the research, the importance of brand resonance was learned and how it can be used. Having a working relationship between the company and the customers is a necessity and to truly stand out the brand needs to stay in the minds of their customers. By studying brand resonance, the designer can improve the brand.
During the case study, working with the client went well, although sometimes I would have wanted more specific instructions from them. Because of this matter, we have decided to continue polishing the final identity and possibly create the materials which the client has not requested yet so that everything is ready by autumn. The rebranding had a tight schedule, but the requested materials were made in time and soon the programming of the website will start.

If I was to do this case study again, I would request more specific orders from the client. It would also be interesting to interview more than just one person from the company so that even deeper insight could be achieved. Also, a personal interview with a customer would have broadened my understanding and given me better tools to utilize when studying the brand’s resonance. I would also use more time for the researching and possibly find a couple of new viewpoints for rebranding. Overall, I am satisfied with the final brand identity and my ability to justify the more daring proposition for the client.
REFERENCES


Tracy, B. Time Management. 2014. Amacom.


Date of interview / Haastattelun ajankohta: 21.03.2018
Interviewer / Haastattelija: Inka Myllysilta
Interviewee / Haastateltava: Jarmo Myllysilta, SUOMEN AMT OY toimitusjohtaja ja omistaja. AMT HAKEMISTOT OY toimitusjohtaja, josta Suomen AMT Oy omistaa 60%.

Kysymys: Milloin Suomen AMT Oy ja AMT Hakemistot Oy on perustettu?

Kysymys: Omistajat?
Vastaus: Suomen AMT Oy:n omistaa Jarmo Myllysilta. AMT Hakemistoilla on kolme osakasta, joista Suomen AMT Oy:lla on suurin omistusosuus (60%). AMT Hakemistot Oy on juridisesti Suomen AMT Oy:n tytäryhtiö.

Kysymys: Miksi tämä yhtiö tehtiin?
Vastaus: Vuonna 2002 omistaja halusi hyödyntää saamansa ammattitaidon ja kokemuksen alalta omassa yrityksessään. Tästä liikeidea kehittyi tuottaa valtuuille toimialoille ja kohderyhmille suunnattuja ja kohdennettuja vuosikirjoja, erikoishakemistoja ja internetpalveluja. AMT haluaa lisätä asiakkaidensa ja yhteistyökumppaneidensa kilpailukykyä tuottamalla informatiivista, konkreettista lisäävää tuottavia palveluita.

Kysymys: Mitä kaikkea AMT tekee?
Kysymys: Miten markkinoitte AMT:ta tällä hetkellä?
Vastaus: Markkinoimia toteutetaan uutiskirjeissä sekä henkilökohtaisella b2b-puhelinmarkkinoimilla. Lisäksi olemme vahvasti mukana alan messuilla, joissa kontaktioimme aktiivisesti asiakkaitamme.

Kysymys: Mitkä trendit vaikuttavat tähän alaan ja AMT:n toimintaan?
Vastaus: Seuraamme asiakkaita ja markkinoita aktiivisesti. Osallistumme alan messuihin, joissa saamme kattavan katsauksen kunkin alan kehitykseen, asiakkaidemme liiketoiminnan tarpeisiin ja uutuuksiin. Lisäksi teemme tiiviisti yhteistyötä eri sidosryhmien (esimerkiksi messuorganisaatior, toimialan järjestöt, eri toimialojen johtajat) kanssa ja näin pysymme ajan tasalla tulevista trendeistä.

Kysymys: Millä aloilla AMT toimii?
Vastaus: AMT Hakemistoilla on töissä 7 työntekijää, joista viisi on avainasiakaspäällikköitä ja loput kolme muissa tehtävissä.

Kysymys: Minkaista on AMT:n asiakas? Onko heillä minkälaisia tottumuksia?
Vastaus: AMT:n asiakkaat ovat lähinnä teknisten toimialojen kuten autoamato, teknologia, elektroniikka, metalli, energia, alihankinta, sähkö, yhdyskuntatekniikka päätöksentekijöille tuotteita ja palveluitaen myyvää yrityksiä, joista suurin osa on Suomesta. Asiakkaat hakevat toimialansa päätäjä kohderyhmää, jotka aktiivisesti käyttävät AMT:n mediaratkaisuja eri kanavissa (printti, nettii, uutiskirjeet, mobiili) hankintojaan tehdessään sekä markkinointiinsa tehostusta sekä informaatiota, mitä AMT tarjoaa. Tottumuksia, mitä asiakkaissa on vuosien aikana todettu, ovat uusien asiakkuuksien ja yhteistyökumppanuuskäyttöaktiivinen etsiminen ja omien tuotteiden ja palveluiden tunnettuuden nostaminen nostamassa AMT:n toimialakohtaisen mediaratkaisujen avulla. Asiakkaamme ovat nyt viime aikoina alkanneet siirtää painetusta mediasta enemmän digitaaliseen mediaan, johon olemme sopeutuneet kehittämällä tuotteitamme enemmän sähköisiä sekä päättäneet uudistaa brandinsä ilmeen. AMT:n liikeideana on tuottaa valituille toimialoille ja kohderyhmille suunnattuja laadukkaita ja kohdennettuja

Tottumuksia, mitä asiakkaissa on vuosien aikana todettu, ovat uusien asiakkuuksien ja yhteistyökumppanuuskäyttöaktiivinen etsiminen ja omien tuotteiden ja palveluiden tunnettuuden nostaminen nostamassa AMT:n toimialakohtaisen mediaratkaisujen avulla. Asiakkaamme ovat nyt viime aikoina alkanneet siirtää painetusta mediasta enemmän digitaaliseen mediaan, johon olemme sopeutuneet kehittämällä tuotteitamme enemmän sähköisiä sekä päättäneet uudistaa brandinsä ilmeen. AMT:n liikeideana on tuottaa valituille toimialoille ja kohderyhmille suunnattuja laadukkaita ja kohdennettuja
vuosikirjoja, erikoishakemistoja ja internetpalveluja. Toiminta tapahtuu asiakaslähtöisesti verkostoitumalla järjestöjen ja organisaatioiden, asiakkaiden sekä muiden alan sisäryhmien kanssa. Tämä on koko AMT:n toiminnan ajan ollut perusta ja motivaatio AMT:n mediaratkaisujen käyttämiselle ja jota asiakkaat pitävät tärkeänä.

Kysymys: Koskien AMT:n nykyistä brändiä, mikä on AMT:n sanoma? Onko AMT:lla millainen identiteetti?

Kysymys: Mistä asiakkaat ovat löytäneet AMT.fi:n ja miten AMT kommunikoasi asiakkaiden kanssa?

Kysymys: Kolme tärkeintä asiaa yritykselle tällä hetkellä?

Kysymys: Miten mitata menestystä?
Vastaus: Menestystä mitataan liikevaihdosta, tuloksesta sekä asiakastyytyväisyydestä.

Kysymys: Miten työntekijät kommunikoait?
Kysymys: Mikä vision teillä on, mitä AMT.fi on 5 vuoden päästä? 10 vuoden?
Vastaus: Kaikki toiminta toimii yhdessä hyvin ja liikevaihto sekä tulos on kovassa nousussa. Tämä perustuu siihen, että kehitämme aktiivisesti toimintaamme, kuuntelemme asiakkaitamme sekä sidosryhmiä. Huomioimme myös sen, että liiketoimintamme perusta ja kasvu jatkossa on sähköisissä palveluissa (nettiportaalit, uutiskirjeet, kosketusnäyttöpohjaiset älyopasjärjestelmät messutapauhtumiin ja mobiili).

Kysymys: Tärkein asia AMT.fille tulevaisuudessa?
Vastaus: Asiakaslähtöinen toiminta sekä koko alan kanssa toimiminen yhdessä.

Kysymys: Jos AMT.fi voisi olla mitä tahansa, mitä se olisi?

Kysymys: Onko AMT.filla tallällä hetkellä omaan näkyvyyteen erillisiä toteutustapoja?

Kysymys: Miten AMT.fi haluaa näkyä ulospäin?

Kysymys: AMT.FI piirteet: mitkä ovat AMT.fi tärkeät arvot listauskena?
Vastaus:
• Asiakkaat
• Verkostoituminen
• Luotettavuus

Kysymys: Muuta?
Appendix 2. Enquiry for AMT Hakemistot’s customers
2. Missä AMT:n tarjoamissa kanavissa (painettu hakemisto/opas, nettiportaat, uutiskirje, mobiili) käytätte mediana AMT:n tuotteita/palveluita ja kuinka usein?

**Painettu hakemisto/opas**
15 vastausta
- Kerton koodessa
- Kaltaisesti kolme kertaa koodessa
- Kaaravastan
- En tuesta

**amt.fi nettiportaali**
15 vastausta
- Kerton koodessa
- Kaltaisesti kolme kertaa koodessa
- Kaaravastan
- En tuesta

**amt.fi uutiskirje**
14 vastausta
- Kerton voodessa
- Kaltaisesti kolme kertaa voodessa
- Kaaravastan
- En tuesta

**amt.fi mobiili**
14 vastausta
- Kerton voodessa
- Kaltaisesti kolme kertaa voodessa
- Kaaravastan
- En tuesta
3. Miten arvioisitte nämä AMT:n palvelutasteikolla 0-5?

### Painettu hakemisto/opas

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<th>Score</th>
<th>Percentage</th>
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<tbody>
<tr>
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<td>5 (21.4%)</td>
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<tr>
<td>1</td>
<td>5 (21.4%)</td>
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<tr>
<td>2</td>
<td>2 (8.6%)</td>
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<tr>
<td>3</td>
<td>5 (21.4%)</td>
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<td>5 (21.4%)</td>
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<td>5</td>
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### amt.fi nett portaali

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### amt.fi uutiskirje

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<tr>
<td>3</td>
<td>0 (0%)</td>
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<tr>
<td>4</td>
<td>3 (27.3%)</td>
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<tr>
<td>5</td>
<td>8 (72.7%)</td>
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### amt.fi mobiili

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<td>3 (50%)</td>
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<tr>
<td>5</td>
<td>2 (33.3%)</td>
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### 7. Mitä toivoisit tulevaisuudessa AMT:n palveluista?

<table>
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<tr>
<th>Vastausta</th>
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</thead>
<tbody>
<tr>
<td>Edulisemat mainostannat</td>
</tr>
<tr>
<td>Netissivustone ulkoasu kannattaa päivittää tähän päivään</td>
</tr>
<tr>
<td>Netissivustone kaipaa pikaita uudistusta, mobilipelvene jossa olisimme Konepajassa mukana voi superhyvä. Lisää tähmisiä!</td>
</tr>
<tr>
<td>Internetissivustone päivitys</td>
</tr>
<tr>
<td>Mobilla HR-Palveluhakemistolainna!</td>
</tr>
<tr>
<td>ks. edellinen kysymys</td>
</tr>
<tr>
<td>Netissivustone päivitys</td>
</tr>
</tbody>
</table>

### 8. Muita parannusehdotuksia AMT:n tarjoamiin palveluihin?

<table>
<thead>
<tr>
<th>Vastausta</th>
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<tbody>
<tr>
<td>Mobilipalvelujen esittely asiakkailleen, voisi olla hyvä juttu meille!</td>
</tr>
<tr>
<td>Netissivustone päivitys/uudistaminen</td>
</tr>
<tr>
<td>Uusien palvelujenne (mobiili, uutiskirje) esittely ja tarjoaminen meille ”vanhan liiton” asiakkaille</td>
</tr>
<tr>
<td>Kiitoset hyvästä yhteistyöstä!</td>
</tr>
</tbody>
</table>