Rebranding to redefine international brand identity – A case study to evaluate the success of Sonera's rebranding

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The overall aim of this thesis was to investigate the case for rebranding as a strategy for an international company in response to global drivers. The specific objective was to evaluate the success of introducing a new brand identity for an international company from the customers' point of view. The research focuses on Sonera, the Finnish commissioning company, which is part of the international company TeliaSonera. The case company requested that a customer survey be conducted to assess the success of Sonera's new brand identity.

The theoretical framework is established through a literature survey on branding and rebranding, which guides the approach to the empirical study. The study focuses on the branding process, and in particular refers to the brand identity planning model by Aaker (2010), Kapferer's (2008) brand identity prism and Keller's (1993) dimensions of brand knowledge. Rebranding is investigated more deeply and refers to the models and concepts introduced by Muzellec, Lambkin and Doogan's (2003) drivers of rebranding, Daly and Moloney's (2004) corporate rebranding framework, Muzellec and Lambkin's (2005) rebranding as a continuum, and Muzellec and Lambkin's (2008) dynamic rebranding model. A construct is then developed to summarise the theory and provide an understanding of the rebranding process as an international strategy for the case company.

The main research method is quantitative and a customer survey using Sonera's own customer database was carried out in June 2012. The survey largely focused on gathering information about customers' brand experience and what brand image customers have of Sonera under the new brand.

The results of the survey revealed that the rebranding has been moderately successful. As an international strategy, rebranding was successful in uniting the companies under one brand. Furthermore, the strategy had achieved its objective of being perceived as a leading international company having a local presence.

Keywords rebranding, branding, brand image, brand identity, 'glocalisation', drivers of rebranding

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1 Introduction

Increasing globalisation and mature markets mean that companies operating in international business environments are facing greater competition across ever more diverse markets. Developing a successful branding strategy is therefore essential to maintaining competitiveness with a view to long-term growth. Such companies may find it necessary to redefine their brand identity for a number of reasons. Firstly, mergers and acquisitions bring changes in ownership structure. Diversification, internationalization and localization often mean changes in corporate strategy. Furthermore, changes in competitive position may require strategies to reposition or reinforce market positioning, as well as address reputation issues. Finally, there may also be changes in the external environment related to legal or regulatory issues, crises, or even breakthroughs in new technologies. These main drivers therefore motivate companies to redefine themselves or their brand identities by implementing a rebranding strategy. (Muzellec, Doogan & Lambkin 2003, 34.)

Rebranding can have far-reaching implications because it can be introduced on a minor or major scale. Major rebranding often results in structural changes in the company as a result of, e.g. name change. Minor rebranding, on the other hand, is only concerned with aesthetics, such as a logo change, and as such does not affect the company at a corporate level. However, the process can be costly to implement, and there is the risk of losing customer loyalty which negatively affects brand equity.

1.1 Research aim and objectives

The focus of this thesis is on the implications of rebranding and more specifically, on a case company, Sonera Oy the Finnish subsidiary of TeliaSonera, the international telecom company. In May 2011, TeliaSonera implemented a new corporate brand to transform TeliaSonera into an international group of companies united under the same global brand strategy. The result for Sonera meant a new commercial brand under the rebranding strategy.

The aim of this thesis is to investigate the implications of Sonera's rebranding strategy and evaluate the success of its new brand identity in Finland from the point of view of customers. Based on a discussion with the commissioning company, the research problem for the thesis was agreed as:

A customer study to assess the success of Sonera's new commercial brand identity in the Finnish market.

The research problem is therefore expressed under the main research question as follows:

How successful has Sonera's brand change been in the Finnish market as a part of the parent company's international rebranding strategy?

In order to refine the approach to the study, the objectives of the research are expressed under the following investigative questions:

1. What are the aims and implications of rebranding for a company operating in international markets?
2. What is customers' brand awareness of Sonera's new brand?
3. What brand image do customers have of Sonera under its new identity?
4. How successful has Sonera's rebranding strategy been?

The study further aims to provide a research framework that could be applied to TeliaSonera's other subsidiaries to draw comparisons with similar research which has already been conducted.

1.2   Scope of research topic

The research focuses on a Finnish case company, Sonera, and specifically examines the case for rebranding but also covers branding in general. Furthermore, in order to narrow the focus, this study excludes an analysis of the previous state of the Sonera brand

(i.e. situation before rebranding) but concentrates on the implications of rebranding and its success in the Finnish market.

The parent company, TeliaSonera, is an international company, and therefore the brand management strategy has an international context and is in response to drivers that give an international dimension to this research. As an international company operating in several countries through acquisitions of well established domestic companies, the motivation for rebranding has to be considered from both the international perspective of TeliaSonera as well as the local perspective of Sonera in Finland. Therefore, this study has both an international and a local dimension.

The rebranding strategy affected the entire brand structure of the company. However, this study only considers the commercial Sonera brand and excludes the corporate and employer brands, which together make up the new brand structure.

1.3 Theoretical framework

The theoretical framework is established through a literature survey on branding and rebranding, and guides the approach to the empirical study.

The study draws on theory concerning the branding process and refers to the brand identity planning model by Aaker (2010), Kapferer's (2008) brand identity prism and Keller's (1993) dimensions of brand knowledge. Rebranding is investigated more deeply and refers to the extensive research in the literature. The models and concepts introduced refer to Muzellec, Lambkin and Doogan's (2003) drivers of rebranding, Daly and Moloney's (2004) corporate rebranding framework, Muzellec and Lambkin's (2005) rebranding as a continuum, and Muzellec and Lambkin's (2008) dynamic rebranding model.

Additional primary sources have been obtained from Sonera, in the form of official documents and publications regarding the new brand identity. These include Sonera's New Identity (2011) and TeliaSonera's New Brand Metrics (2012).

1.4   Methodology

The empirical research is based on a case study of Sonera who commissioned the thesis. The company requested that a customer survey be conducted to evaluate the success of its rebranding. The main research method is quantitative. The primary research consists of an online customer survey using Sonera's own database ('Sonera Raati'). The data was collected using Webropol and the responses were analyzed using IBM SPSS. The questionnaire comprises questions geared to assessing the degree of agreement or disagreement with statements concerning Sonera and brand recognition and perception etc. The responses are recorded on a Likert scale and Osgood scale.

1.5   Case company – Sonera

Telecom Finland was founded in 1994 and renamed Sonera in 1998. The Finnish Sonera and the Swedish Telia together formed TeliaSonera in 2002. Today TeliaSonera is an international telecom company operating in many markets as a result of mergers as well as acquisitions of foreign domestic companies. The group has operations in Eurasia, Turkey, Russia, Spain and the Baltic and Nordic countries and operations comprise three different business areas: Broadband services, Mobility services and Eurasia. (TeliaSonera 2012b.)

In May 2011, TeliaSonera launched a new common identity to transform TeliaSonera into an international group of companies united under the same corporate brand strategy. The global corporation, TeliaSonera, comprises many different companies, one of which is the Finnish domestic company Sonera (TeliaSonera 2012a, 6). According to the new brand structure in Finland, there are three new distinct Sonera brands: *the commercial brand, the employer brand and the corporate brand* (TeliaSonera 2012d).

Under their new strategy, the mission is – "TeliaSonera is an international company with a global strategy, but wherever we operate we act as a local company" (TeliaSonera 2012b). This is further communicated strongly with the company's brand attributes, *Smart, Leading & Local* as well as in adopting a new common logo to unite all associated companies with the same visual identity. (TeliaSonera 2012b.)

Although TeliaSonera has a global strategy, its associated companies operate as local companies under their original brand names but are united under the new TeliaSonera corporate visual identity, i.e. with a new logo. In Finland, TeliaSonera offers services under four brands: Sonera, Tele Finland, Cygate and DataInfo. (TeliaSonera 2012b.)

The market in Finland is mature and subject to high levels of competition as well as regulatory intervention. The customer base is largely stable and the main driver of growth is high-tech development (e.g. first to introduce 4G to the market) and meeting customers' requirements (i.e. availability, quality, security and simplicity). In this respect, efficiency, in addition to increased focus on customer service and loyalty, as well as providing value-added services to customers are thus top priorities in order to remain competitive in the market. (TeliaSonera 2012b; TeliaSonera 2012c, 10.)

2 Branding

Branding is the process of giving a company or product an identity which allows the creation of a differentiated position in the market as well as in the mind of stakeholders. Branding strategies aim at defining a company's core values and beliefs. In this respect, branding enables companies to communicate the benefits and value that a product or service offers which in the long-run forms the foundation of the company's very identity, or brand heritage. The true value that successful branding has for a company through its brand names is seen in how consumers are more prepared to buy those well-known brand names, thus creating brand value or brand equity for the company.

Brand management is becoming increasingly important in both B2C and B2B industries because of the huge amount of choice and variety of products and services in almost every market. With consumers finding an ever growing availability and accessibility of products and services, companies must find ways to remain competitive and strengthen their visibility in the market. The development of the Internet has further added to this scenario, as products and services become available to consumers globally through the web. Furthermore, companies are now recognising the growing importance of social media amongst consumers. As companies are also beginning to show their presence in social media, their marketing strategy needs to identify with this new channel to communicate their brands to stakeholders. Through social media, consumers now play a greater part in defining what a brand means to them by sharing their views. (Fill 2009, 355; Kotler & Pfoertsch 2006, 16.)

According to Gray (2006, in Fill 2009, 355), brand managers have less influence on managing corporate reputation because consumers now have more influence in the branding process. Previously brand owners had more control over their brand but now consumers have more influence on redefining what brands mean to them, how competing brands differentiate, and how they perceive and attribute brand personality (Fill 2009, 355-356). Companies must therefore take account of how consumers are now playing a much more active role in brand building.

A branded product or service allows for the identification of the product, service and the business itself. This also differentiates companies' or their products from their competitors. What is important to note is that a brand is not only a symbol, name or term but perhaps more importantly, a promise (e.g. a guarantee of quality or performance), a consumer perception, a position in the consumer's mind and a set of attributes, benefits, beliefs. (Kotler & Pfoertsch 2006, 5.)

In other words, a brand comprises both tangible and non-tangible elements and when communicated effectively, differentiates the product or service, reduces the risk involved in a buying decision, leads to sustained competitive advantage and ultimately, to long-term profitability. An un-branded product or service, on the other hand, delivers no extra value to the customer and is indistinguishable except in terms of price (Wood 2005, 83). "Successful brands create strong, positive and lasting impressions, all of which are perceived by audiences to be of value to them personally." (Fill 2009, 355.)

The extra value that customers perceive in a brand ultimately builds long-term loyalty, or brand equity, which contributes to sustained competitive advantage and to marketing power. Marketing power allows companies to carry out their marketing activities more productively; as customers are responsive to the brand, they know what the brand stands for and are aware of the brand identity. (Wood 2005, 89.)

The following sections explore the topics of brand identity, brand image, brand personality, brand positioning and brand awareness. Models and definitions from different authors are introduced and discussed in order to orient the reader in the different elements of the branding process, and in how these are relevant to the topic of this study.

2.1 Brand identity

The idea of brand is communicated through the company's brand identity which is part of the branding process. Brand identity is made up of the core values, visions and key beliefs of the brand (Kapferer 2008, 171). As such, brand identity represents what the brand stands for and it communicates the purpose, principle, background and ambitions of the brand (van Gelder, 2005, 35).

Aaker (2010, 68) further points out the importance that brand identity has in establishing a relationship between the brand and the customer by generating a value proposition that involves emotional, functional or self-expressive benefits. In this respect, brand identity functions as a tool that expresses the brand's meaning and how the brand wants to be perceived. Aaker's definition demonstrates that brand identity not only does this, but also communicates a promise to customers.

When creating a brand identity, it is common that companies may conceptualize it too narrowly, mainly focusing on product attributes or, e.g. brand position, as is suggested by Aaker's brand identity traps. Therefore, according to Aaker, companies should aim to give depth to a brand by regarding the brand as a product, an organisation, a person and a symbol. These perspectives may include taking into account other possible elements of brand identity, such as brand heritage, personality and visual imagery. (Aaker 2010, 76.)

Aaker's brand identity planning model (2010, 79), illustrated in Figure 1, demonstrates a view on how companies can avoid confining their identities too narrowly. As can be seen in Figure 1, the brand identity system suggests that a company should examine its brand in terms of 12 elements categorised around four different perspectives: the brand as a product, brand as an organisation, brand as a person and brand as a symbol. Although there are 12 elements, Aaker points out that not every brand identify may need to utilize all of these perspectives, i.e. they may not all be applicable or relevant to the brand. What is, however, important is that all perspectives are considered in order to best identify what the brand should stand for in the customer's mind.
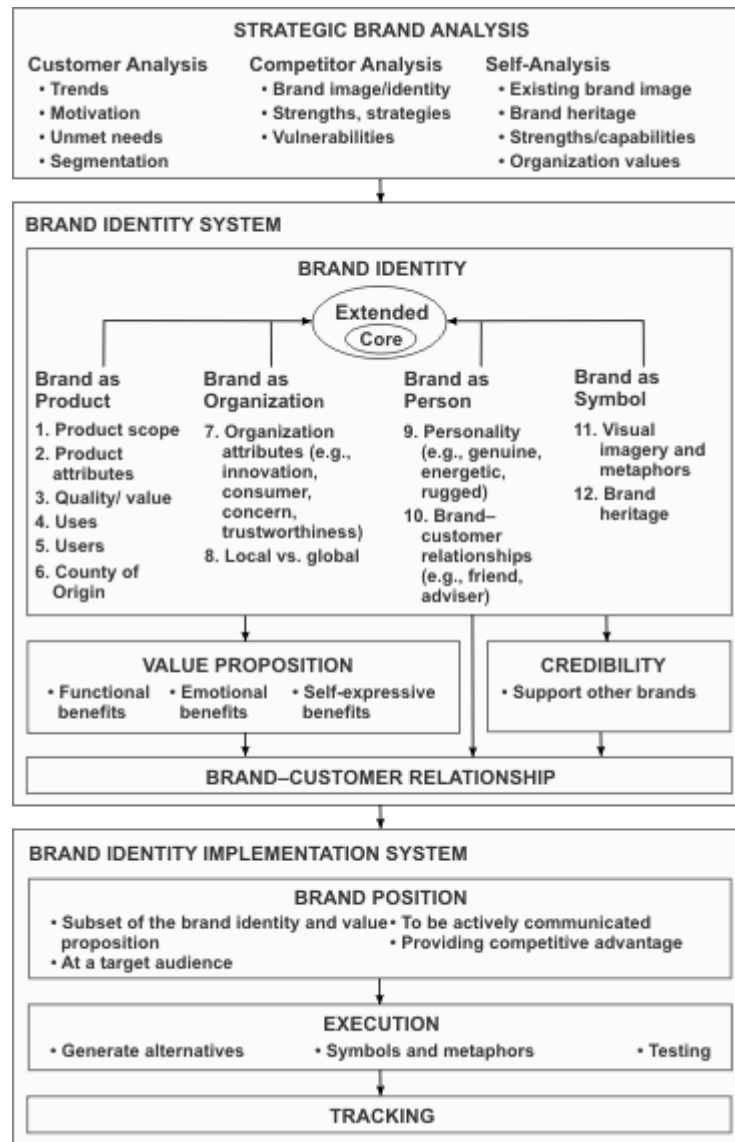
Figure 1. Brand identity planning model (Aaker 2010, 79)

Figure 1 also shows that brand identity comprises a core identity and an extended iden-
tity. The core identity represents the fundamental beliefs and values of the brand which
make it unique. The core identity of the brand remains the same across different mar-
kets and products and this is why it is often closely linked to the value proposition of
the brand. The extended identity, on the other hand, contains elements that help ex-
press what the brand stands for, e.g. the slogan, logo or personality. (Aaker 2010, 85-
87.)

Aaker's brand identity planning model shows how companies can plan and create their
identities. The model consists of three major components: the strategic brand analysis,
the brand identity system and the brand identity implementation system. The model

demonstrates how there is value in examining brand elements in a broader concept in order to strengthen and enrich brand identity. (Aaker 2010, 69.)

The importance of conceptualizing brand identity in a broader concept is further supported by Kapferer's view:

"In order to become 'passion brands', or 'love marks', brands must not be hollow, but have a deep inner inspiration. They must also have character, their own beliefs, and as a result help consumers in their daily life, and also in discovering their own identity." (Kapferer 2008, 182.)

Accordingly, Kapferer's brand identity prism (2008, 183), which is illustrated in Figure 2 below, describes brand identity in broader terms.
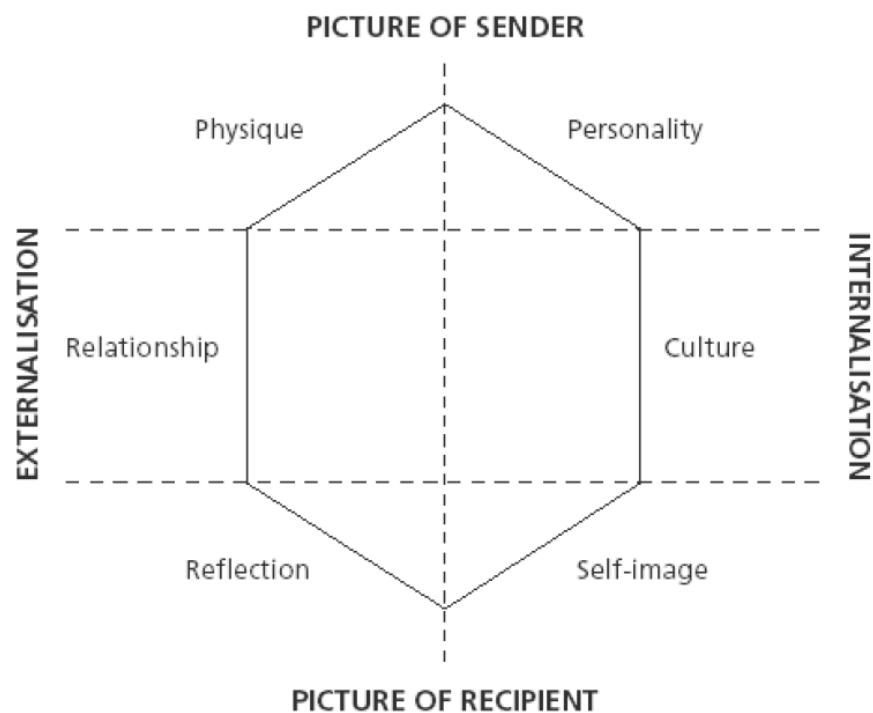

Figure 2. Brand identity prism (Kapferer 2008, 183)

As can be seen, the brand identity prism in Figure 2 represents the concept in the form of a hexagonal prism consisting of six interrelated elements: physique, relationship, reflection, personality, culture and self-image. Before considering these six elements, it

is important to note that the model includes a vertical division. The purpose of this division is to divide the brand identity's visible qualities (i.e. physique, relationship and reflection) which portray the brand's outward expression (externalisation) with those that are incorporated within the brand itself (personality, culture and self-image) which portray the brand's inward expression (internalisation). (Kapferer 2008, 187.)

As pointed out by Aaker (2010, 71), brand identity is how the company *wants* the brand to be perceived, while brand image is concerned with how the brand is *now* perceived. Kapferer's brand identity prism incorporates this view in the model, i.e. physique and personality define the sender (the company), while reflection and self-image define the recipient (the customer). Relationship and culture function as a means to fill in the gap between the sender and recipient (Kapferer 2008, 187). Ultimately, this model also illustrates the interface between brand identity and brand image, i.e. where the company is the sender (identity), and the consumer is the receiver (image).

The two models by Aaker and Kapferer presented here are similar in the sense that they both offer and emphasise a broader conceptualisation of brand identity. However, Aaker's model offers a more practical and holistic view to brand identity planning , as the whole process is described in detail from strategic brand analysis to brand identity implementation. Kapferer's model, on the other hand, is less detailed than that of Aaker's but includes many of the same elements. The biggest difference is that Kapferer's model recognises the significance of the sender (i.e. company) and the receiver (i.e. the customer), thus emphasising the interface between brand identity and brand image.

Although these two concepts are related and include essential elements of strong brands, they are distinct concepts (Nandan 2005, 264). Nevertheless, brand identity is about how the company can successfully implement a branding strategy across the company and stakeholder interface. It is the brand identity, therefore, which communicates to the stakeholders the brand 'promise', which in turn is perceived by the stakeholders as brand image, discussed next.

2.2 Brand image

According to Nandan (2005, 264), brand image refers to consumer perceptions and encompasses a set of beliefs that consumers have about a brand. Unlike brand identity, brand image is on the receiver's side and focuses on the way in which a product or brand is perceived and decoded as a result of communication sent by that brand (Kapferer 2008, 174).

Through marketing programs and advertising messages, companies are able to convey or 'encode' their brand idea to customers (Clow & Baack 2007, 30). Customers 'decode' these messages and make their own evaluations and interpretations resulting in a brand image (Nandan 2005, 265). For this reason, it is vital for companies to communicate their messages as clearly as possible.

Knapp (2000, 7) further adds that the consumer's mind is influenced by thousands of impressions and messages daily, and it is therefore important that companies occupy a distinctive position in the mind of the consumer. The level of distinctiveness, impressions and perceived value all affect how genuine the brand appears to the consumer.

However, a company's activity in the market is not limited just to its interaction with customers. A company also interacts with other stakeholders, such as suppliers, shareholders as well as the media and public authorities to whom the brand idea is also transmitted. It is not only the marketing communications that transmits this idea through strategy, but other actors too, like the company's employees, the products and services, all interact in some way with the stakeholders, who in turn perceive the brand idea and create the brand image.

From the customer point of view, the role of brand image serves several purposes. Clow and Baack (2007, 32) list assurance as a key function of brand image, e.g. in purchase decisions or in situations where the customer is unfamiliar with the product or service. From the company point of view, brand image can provide strong competitive advantage, increase brand loyalty and, e.g. reduce risk in buying decisions.

In the literature, there is some variation amongst authors in the terms they use to explain brand image. For example, according to Keller (1993, 7), brand image and brand awareness together form what is known as 'brand knowledge' as illustrated in Figure 3. Keller refers to how knowledge of a brand forms a 'node' which is linked by the associations which provide that knowledge; these associations are brand image and brand awareness. The image is the association with the brand identity, and brand awareness is the "strength of the brand node or trace in memory, as reflected by consumers' ability to identify the brand under different conditions." (Keller, Apéria & Georgson 2008, 47.)
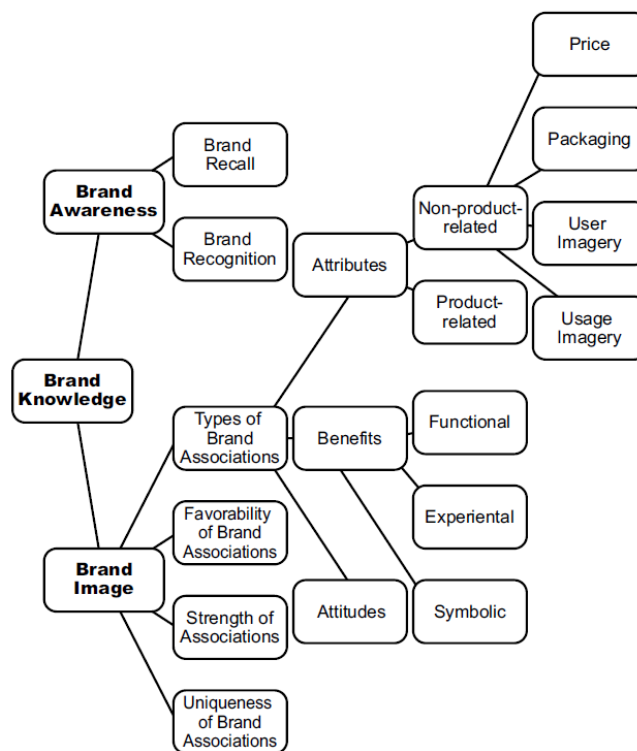

Figure 3. Dimensions of brand knowledge (Keller 1993, 7)

Keller's extended conceptualisation of brand image as brand knowledge helps to explain why marketing campaigns need to create strong associations and experiences in order to produce strong links to brand image. In turn, this increases brand knowledge.

2.3 Brand personality

Through brands, consumers are able to express their personality and thus reflect their lifestyle, status or even attitudes. As such, when consumers buy brands, they are not only concerned and interested in functional characteristics but also take into account the personality of the brand. In this respect, brand personality can be defined as a set of human characteristics associated with a brand and it reflects how people feel about a brand as a result of what they think the brand is or does and the manner in which the brand is marketed. (Aaker 1997, 447; Keller et al. 2008, 64.)

How consumers perceive a brand and associate with that brand can be strongly influenced and reinforced by emotional factors, as well as by the brand identity itself. For example, luxury brands can appeal to aspirations of social status and provide a feeling of self-expression with products like cars, clothing and perfume. The brand image of products like these often provides consumers with meanings that correspond to their personal aspirations. The set of feelings and the associations that consumers connect with such brands are an expression of brand personality, where the brand takes on a set of human characteristics.

In this respect, brand personality supports the notion of consumers being especially brand conscious where it is a question of aspiration, self-expression, group membership, or life-style, e.g. Marlboro. Such brand appeal is not limited to luxury brands, but any brand can provide 'personality' if it does not have a strong brand personality itself, e.g. supermarket brands.

Research by Aaker (1997) shows that brand personality can be exhibited in terms of five dimensions each including traits that represent them: sincerity, excitement, competence, sophistication and ruggedness. This is illustrated in Figure 4.
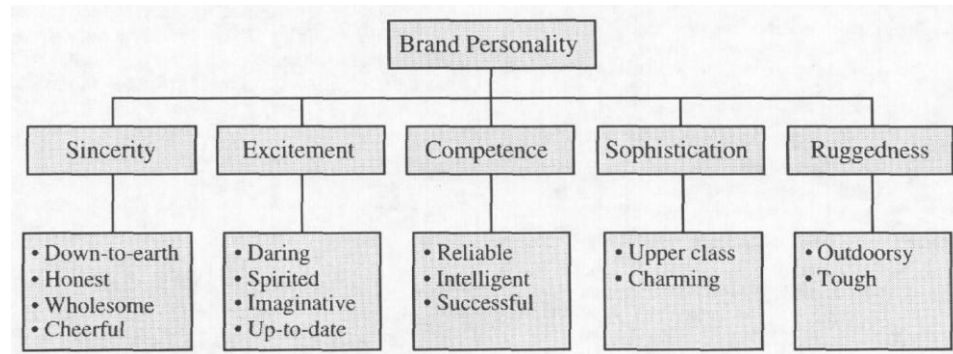
Figure 4. A brand personality framework (Aaker 1997, 352)

As can be seen from the figure above, each personality dimension includes a number of traits that represent that dimension, i.e. sophistication is characterised by the feeling of 'upper class' and 'charming'. All of these characteristics belong to human personality traits, demographics and lifestyle. (Aaker 2010, 142.)

Understanding a brand's personality and thus consumers' attitudes towards the brand, helps create a strong brand identity. Furthermore, by identifying how consumers describe a particular brand personality, the company can gain a better understanding about the emotions and relationship that the customer has with the company.

2.4   Brand positioning

In Section 2.1, brand identity is seen as a set of distinguishing characteristics that make a brand unique, which provides a core set of values and beliefs. Kapferer emphasises the importance of how strongly brand identity is linked with brand positioning – "Positioning is competitive: when it comes to brands, customers make a choice, but with products they make a comparison." (Kapferer 2008, 178.)

Consumers compare the respective advantages or features of one product with another amongst the market offerings when making their purchasing decision. These key distinguishing features therefore promote both brand image and brand positioning because they are geared to communicating competitive advantage. In this respect, brand positioning is about the company's competitive strategy to grow market share in the long term.

Keller et al. (2008, 95) define brand positioning as the act of identifying the best location of a brand in the minds of consumers so that they think about the product or service in the right or desired way. Further, Duncan (2005, 75) points out that the brand position is concerned with where the brand stands in relation to competitors in the minds of customers and other stakeholders. The brand has to be perceived as addressing consumers' needs better than the competition, and this is where positioning plays an important role, as it is the part of the brand identity and value proposition that is to be communicated to the customer (Aaker 2010, 71; Nandan 2005, 270-271).

Brand positioning is essential to marketing strategy because it identifies what differentiates a company's products and services from its competitors. Consumer choice is based on the principle of comparison, i.e. being able to distinguish the product whose features make that product the competitive choice.

2.5   Brand awareness

Brand awareness is related to how well a consumer is able to identify a brand in different situations. According to Aaker (2010, 10), brand awareness refers to the strength of a brand's presence in the consumer's mind. Accordingly, Keller et al. (2008, 49) point out that brand awareness consists of brand recognition and brand recall. With previous brand exposure, the consumer may recognize the brand but not remember details of where or what, whereas brand recall is the consumer's ability to remember details of the brand.

It is important to consider brand awareness in terms of brand recall and brand recognition for two reasons. Firstly, brand awareness affects the consumer decision making process. If the consumer makes a product-related decision with the brand physically present, brand recognition is relatively more important than brand recall. If, however, the decision is made without the brand being present (in the case of online brands), brand recall is important because the consumer has to recall the brand from memory without being able to see it (Keller et al. 2008, 49-50). Secondly, according to Aaker (2010, 10), brand awareness is measured according to how consumers remember a brand, i.e. in terms of recognition and recall. Consequently, a company may be able to

assess brand awareness through quantifiable means, or gauge the relative success of a new product brand in terms of consumer awareness.

Companies create brand awareness to increase consumers' familiarity with the brand. As Keller et al. (2008, 51) point out, the more often that a consumer experiences a brand in different situations by, e.g. seeing packaging, the slogan, being exposed to advertising or hearing a particular sound, the more likely it is that the brand will become stored in the consumer's memory and thus more strongly considered in a purchase situation. This can be beneficial to the company because it is related to brand positioning; if consumers are familiar with the brand or product and further can distinguish the brand's competitive features, this supports the notion that consumers choose a brand but compare products.

Consumer decision making is therefore about association. Brand awareness plays three roles in consumers' decision making. First, in a purchase situation, it is common that consumers only consider a set of brands. Because of this, raised brand awareness increases the chances that the consumer will include the brand amongst the choice set of brands which will influence the purchase situation. Second, increased exposure to a brand will also strengthen consumers' brand associations, which in turn promote brand image. Lastly, increased brand awareness can affect how consumers choose between those brands that they 'prefer' and usually consider.

It is therefore important that marketing communication strategy recognises the significance of repeated and frequent exposure of the brand to develop consumer awareness, e.g. through advertising campaigns that make the brand visible (Keller et al. 2008, 50). Consequently, strong brand associations that consumers can make strengthen brand awareness and in turn help create brand image.

3 Rebranding

While branding is concerned with creating a brand identity, rebranding is about re-creating that identity. Companies adopting new names, slogans or visual identities, e.g. as a result of mergers and acquisitions or changes in corporate strategy, are frequently reported on in the business press, but have received less attention from the academic point of view (Muzellec et al. 2003, 31).

The concept of rebranding is worth some commentary owing to its various definitions. Generally in the business media, the term rebranding is synonymously used to describe different events, like changing name, changing the brand aesthetics and repositioning the brand. But as Muzellec et al. (2003, 32) point out, these events are actually all part of the same process or rebranding mix. In academic literature, on the other hand, the various definitions of rebranding are broadly divided according to the concept of a continuum of change (Daly & Moloney 2004, 30). Therefore, to understand the term rebranding, the following examines the term in more detail.

Daly & Moloney (2004, 30) view rebranding as a continuum, from revitalising a current brand to a full name change that involves alterations in brand values and promises. Similarly, Stuart and Muzellec (2004, 473) also describe a continuum in rebranding. Whilst both views regard rebranding as a process along a continuum of minor to major change, Muzellec and Lambkin (2005) make the distinction between 'evolution', which involves the slogan or logo only, and 'revolution', which incorporates the elements of slogan and logo, as well as the name, as illustrated in Figure 5. Furthermore, they define rebranding as "the creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors." (Muzellec & Lambkin 2005, 805.)
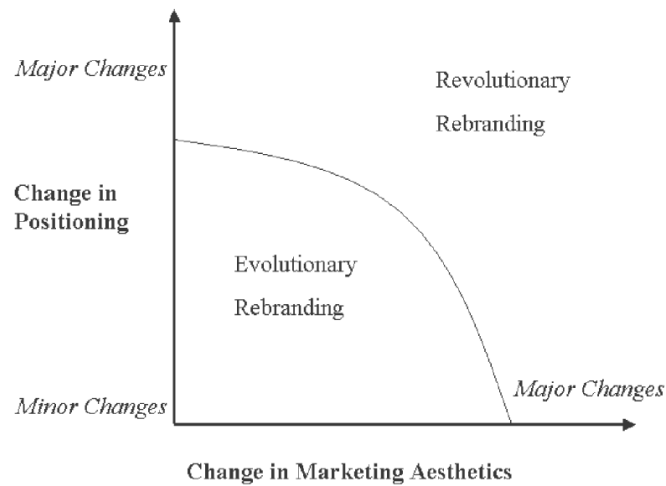
Figure 5. Rebranding as a continuum (Muzellec & Lambkin 2005, 805)

Figure 5 shows the rebranding continuum as described by Muzellec and Lambkin. In the context of this continuum, rebranding is seen as a two-dimensional change according to the degree of change in marketing aesthetics vs. positioning. The model shows how rebranding occurs on a continuum from evolutionary (i.e. a minor change in positioning and aesthetics) to revolutionary (i.e. a major change in positioning and aesthetics). Thus a name change represents a large change in positioning and a large change in marketing aesthetics that redefine the company.

Muzellec and Lambkin (2005, 806) refer to Keller's brand hierarchy model to provide a finer conceptualisation of rebranding. Keller's model comprises several levels of hierarchy, where the branding strategy is seen through the array of connected products, from corporate, family, individual, to modifier (Keller et al. 2008, 519). Figure 6 illustrates Muzellec and Lambkin's simplified three-level brand hierarchy based on Keller. This model shows that rebranding can take place at three distinct levels, i.e. at a corporate, business unit or product level. As Figure 6 demonstrates, corporate level rebranding concerns the whole corporate entity. Rebranding at a business unit level, however, is concerned with a subsidiary or division within a larger company. At the bottom of the hierarchy, product rebranding is only concerned with individual products and often relates to a name change. (Muzellec et al. 2003, 32-33.)

According to the model, at the lower level, product names are shown to change, e.g. Raider to Twix, which could help to standardize domestic names across different mar-

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kets. At the business unit level, the unit name change e.g. Midland Bank to HSBC UK helps identify business units and subsidiaries under a united name. At the corporate level, rebranding reflects a major change in company strategy or ownership structure. In some cases, corporate rebranding may not affect any of the lower levels as such, but simply reflect corporate mergers or acquisitions. In the last 20 years, there have been a number of good examples in Finland, especially as a result of the recession in the 1990's, e.g. Fortum (formerly Neste Oy and Imatran Voima Oy), TeliaSonera (Telia in Sweden and Sonera in Finland) and the successive Scandinavian mergers in the financial sector, which created today's Nordea.
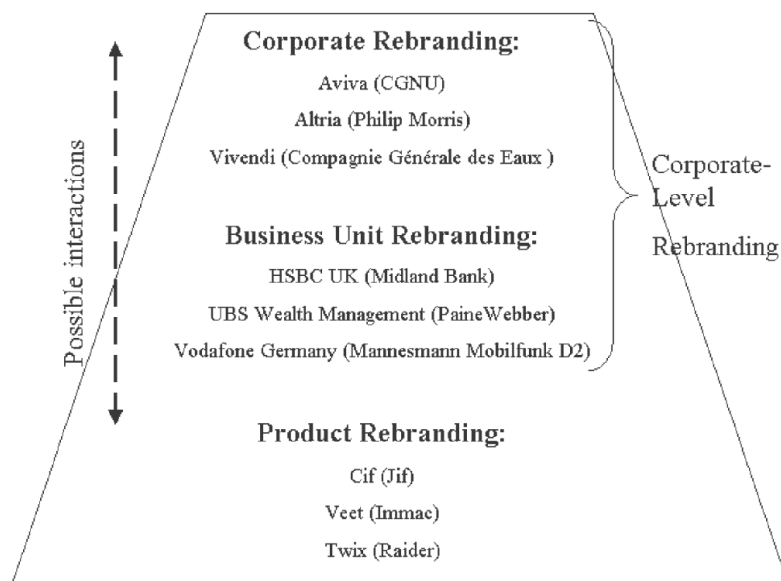
Figure 6. Rebranding in a brand hierarchy (Muzellec & Lambkin 2005, 806)

However, when corporate rebranding takes place and filters down and affects all levels by bringing the product and business units in line, the brand architecture is transformed into a 'branded house' or master brand of the whole hierarchy.

In order to examine rebranding more closely, the drivers of rebranding and the rebranding process are discussed in the following sections.

3.1 Drivers of rebranding

As the culture, values and images of a company evolve and change over time, rebranding is a way of communicating these changes. A key feature of rebranding is that it

communicates to stakeholders that something about the organisation has changed, such as a change in strategy, structure or redesign as a result of, e.g. a merger or acquisition. (Muzellec et al. 2003, 33-34; Stuart & Muzellec 2004, 473.)

Stuart and Muzellec (2004, 472-473) further point out that rebranding can help transform company image, where the idea is to create a new image that is more positive in the marketplace. Shetty (2011, 53) adds that companies' need for continuous brand innovation and reinvention that stem from rapid change and competitive pressure provide a stimulus for rebranding. Applying the Darwinistic notion of 'survival of the fittest', this means adapting to the changing and competitive market environment by innovating and rejuvenating since the external conditions of the market cannot be controlled. In today's economic climate, responding and adapting to market conditions becomes increasingly vital for brand survival.

Muzellec et al. (2003, 33-34) propose that the rationale for rebranding can be summarised in terms of four categories. This classification is shown in Table 1.

Table 1. Drivers of rebranding (Muzellec et al. 2003, 34)

Change in ownership structure	*Change in corporate strategy*
Mergers and acquisitions Spin-offs and demergers Private to public ownership	Diversification and divestment Internationalisation and localisation
Change in competitive position	*Change in the external environment*
Outdated image Erosion of market position Reputation problems	Legal regulation Crises/catastrophes

As Table 1 shows, the main drivers of rebranding are change in ownership structure, change in competitive position, change in corporate strategy and change in the external environment. Furthermore, in a study which researched 166 rebranded companies, Muzellec and Lambkin (2005) identified that a decision to rebrand is most often caused by mergers and acquisitions (33.1%), spin-offs (19.9%) and brand image related issues (17.5%). More interesting and relevant to this thesis, is the industry spread revealed by the study, where the IT-telecommunications industry ranks highest for rebranding (22.3%). (Muzellec & Lambkin 2005, 808-810.)

Kaikati and Kaikati (2004, 46-49), on the other hand, suggest that the major motivations for rebranding can be classified in terms of proactive and reactive motivations. Proactive motivations are company-initiated motivations for rebranding. These motivations include, e.g. a need to consolidate the brand globally, to create appeal to a broader target market or to create a more recognizable master brand. Reactive motivations, on the other hand, represent a company's response and adaptation to changes caused by the external environment. Reactive motivations can come about as a result of changes in, e.g. ownership structure or competitive position, similarly identified by Muzellec et al. (2003).

Within the context of drivers of rebranding, the impetus for corporate rebranding, creating brand identity and brand repositioning are seen as reactive responses to external factors. With reactive change to the external environment and the idea of adapting to change, there is an intensifying need for companies to face challenges brought on by trends in globalization. For international companies with operations, products and services spanning different countries, brand strategy favors the idea of a united identity which conveys the appeal of size and stability, but at the same time the sense of a local presence to consumers. The implication is therefore that companies are seeking to align their brand architecture into a 'branded house'.

Regardless of the reason leading to rebranding, the goals of rebranding are always the same: to communicate a change to internal stakeholders, thus reflecting a new identity and communicating change to external stakeholders, thus creating a new brand image.

3.2 Rebranding process

An approach to a rebranding process can be understood by looking at the corporate framework within the framework of rebranding, and how its strategy can be developed within the structure of the company. An overview of such a framework is provided by Daly and Moloney (2004) in their corporate rebranding framework in Figure 7. The framework consists of three main stages. In the analysis stage, a new brand decision is taken based on situation analysis. In the planning stage, the rebranding strategy is determined in a rebranding marketing plan. The final stage, evaluation, takes place as the

whole process is going on and also includes a final evaluation once the whole process is complete.
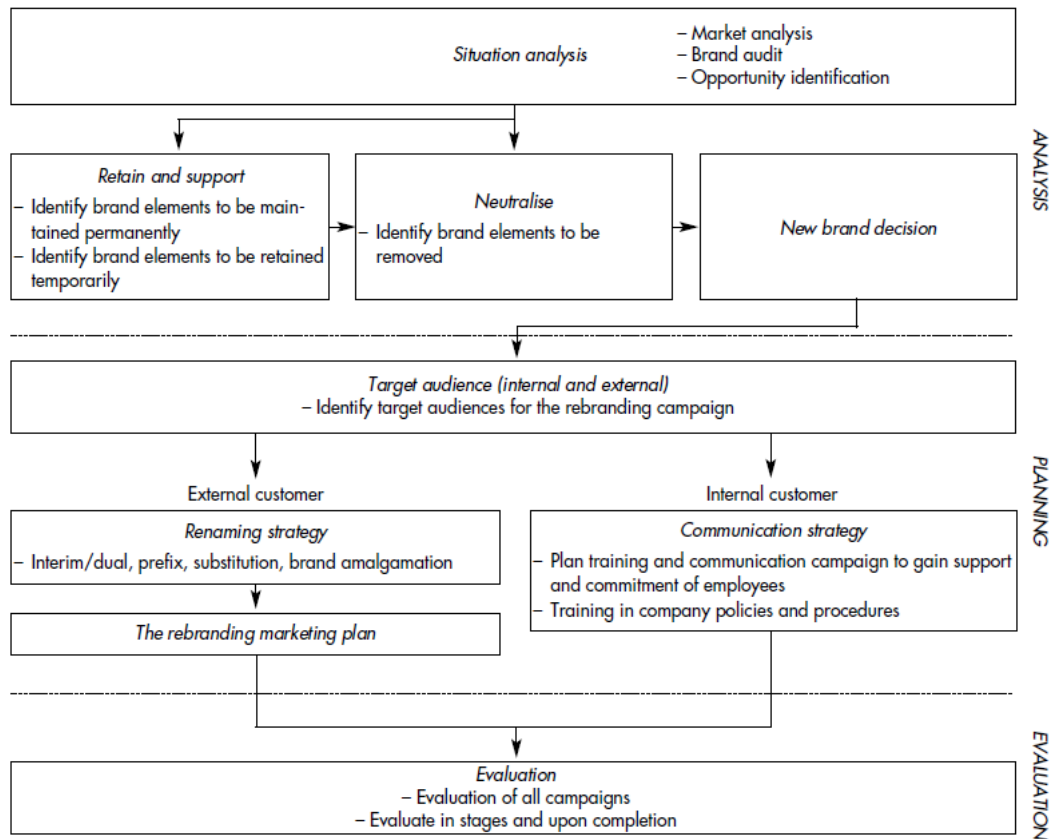

Figure 7. Corporate rebranding framework (Daly & Moloney 2004, 35)

According to Muzellec et al. (2003, 34-35), the rebranding process comprises four stages: repositioning, renaming, redesigning and relaunching. Repositioning is required when there is a decision to create a new position in the minds of customers and other stakeholders. Renaming is considered in order to send a strong signal to all stakeholders that the company is changing its strategy, refocusing its activity or changing ownership. The third stage is redesign and concerns brand aesthetics and tangible elements, such as the logo, offices, advertisements and other visible elements of the company's desired position. The fourth and final stage, relaunch, will determine how stakeholders regard the new name and new brand.

Muzellec and Lambkin (2008, 285) point out that as corporate and brand images change, and as restructuring occurs due to mergers, acquisitions or sales of brands,

brand architectures must equally adapt and evolve as a result of these changes. Such changes can follow an integration strategy, where the idea is to unite all elements under one identity or branded house, as described in the previous section, which is aimed to gain market share and provide greater visibility. On the other hand, brand separation aims to disassociate brands from one another to avoid, e.g. negative associations caused by one brand to the others as with tobacco companies. By contrast, this strategy leads to a house of brands brand architecture.

The brand architecture thus changes as brands evolve and it is therefore necessary to consider how the relationship between the brands and the brand hierarchy changes, i.e. the vertical and horizontal interfaces, and how these fit together.
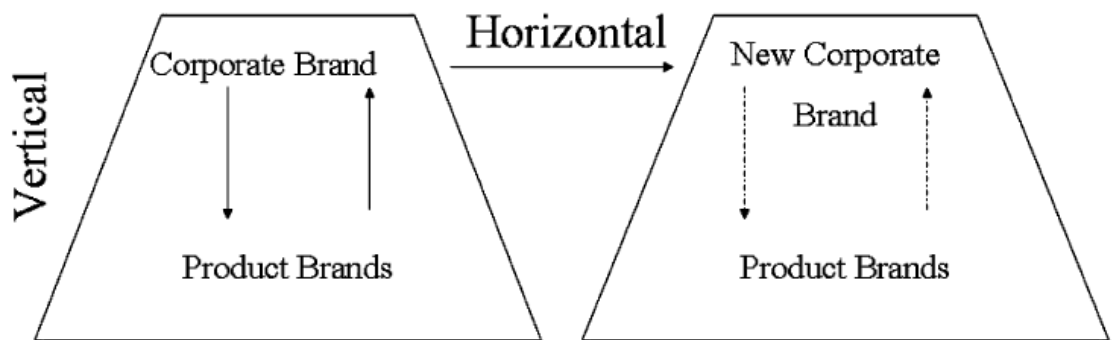
Figure 8. A dynamic rebranding model (Muzellec & Lambkin 2008, 286)

Muzellec and Lambkin's (2008) dynamic rebranding model (Figure 8) provides a way of understanding the influences of corporate brands on product brands and vice versa. The potential transfer of image can be viewed vertically and horizontally. The horizontal relationship describes the difference in corporate image before and after rebranding. Similarly, the vertical relationship of image transfer can be viewed before and after rebranding. This model can be applied to both the branded house and the house of brands architecture.

Reasons for rebranding concern conveying the desired message to the customer and other stakeholders. It is often more than just creating a new name for a brand. With mergers, acquisitions, restructuring and reorganisation, companies are focused on rein-

forcing their message to the market so that the value proposition becomes more relevant given the market dynamics. (Aaker 2011, 306.)
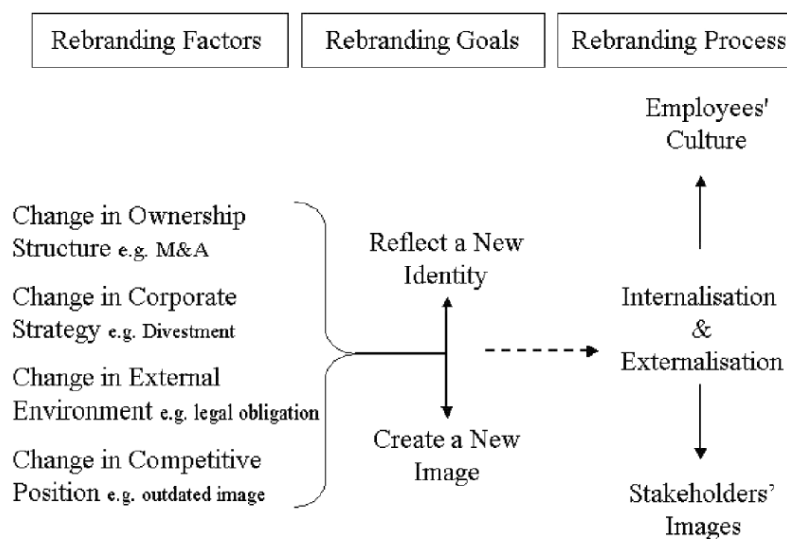

Figure 9. A model of the rebranding process (Muzellec & Lambkin 2005, 820)

The model of the rebranding process by Muzellec and Lambkin (2005) shows the reasons and goals of rebranding, as illustrated in Figure 9. The model brings together the possible causes for rebranding, the aim of rebranding as well as the importance of stakeholder involvement in the rebranding process.

3.3   Rebranding as an international strategy

Levitt (1983) was the first to use the term 'globalisation' to describe the shift to more standardised markets in his article "The Globalisation of Markets". Companies had begun adopting strategies treating the world as a single market. The reasons for this strategy were to create economies of scale, efficiencies and synergies between countries and companies, reduce time to market and an international image by creating a global brand.

According to Holt, Quelch and Taylor (2004, 71), companies with a global image are therefore more appealing to customers for a number of reasons: indicator of quality, increased status, increased responsibility, perceived prestige of the brand and having a link to special characteristics attributed to a country, e.g. German cars or Swiss

watches. Thus global marketing strategies have aimed to standardise, unify and integrate their marketing worldwide. Furthermore, technological advances in the last 30 years have given increasing impetus to a more standardised world. Global communication has therefore made it easier for companies to implement these strategies.

However, more recently, companies are increasingly recognising the importance of being perceived as 'local'. Kapferer (2008, 482), points out that brands that have been very successfully globalised for some time are now perceived as 'local brands', and cites the example of Shell in Sweden which is believed by Swedes to be a national brand. Consequently, successful marketing activities must take local conditions into account, and be adapted to the circumstances in the local market (Kotler & Keller 2009, 728). This recognition of the importance of local conditions explained by Kotler and Keller means that a successful global strategy has corporate level direction while local units focus on the local customer differences.

The concept of thinking globally and acting locally is referred to as a 'glocal' strategy, a term first coined in the late 1980s in Harvard Business Review articles. According to Kotler and Keller (2009, 690),

> A 'glocal' strategy standardizes certain core elements and localizes other elements - This strategy makes sense for an industry (such as telecommunications) where each nation requires some adaptation of its equipment, but the providing company can also standardize some of the core components. (Kotler & Keller 2009, 690.)

Kotler and Keller (2009, 691) point out that the main advantages of a glocal strategy are that customers feel brand relevance, different levels of marketing activity are harmonised and brands gain greater market share. For the case company in this thesis, Sonera, it is quite evident from the TeliaSonera brand handbook that a 'glocalised' strategy has driven the rebranding process and the attributes adopted are *Smart, Leading & Local.*

3.4 TeliaSonera's rebranding strategy

In May 2011, TeliaSonera, the Nordic telecom company, adopted a new corporate brand identity to transform TeliaSonera into an international group of companies united under the same global brand strategy. The company operates in many different markets as a result of mergers as well as acquisitions of foreign domestic companies. The rebranding process involved 18 subsidiaries including the Finnish brand, Sonera. (TeliaSonera 2012d.)

Under the new strategy, all subsidiaries share a common brand identity but retain their local brand names, i.e. all companies (with a few exceptions) share the unified logo in combination with their local name. The result of implementing the rebranding strategy is illustrated in Figure 10 below, the upper part before and the lower after rebranding.
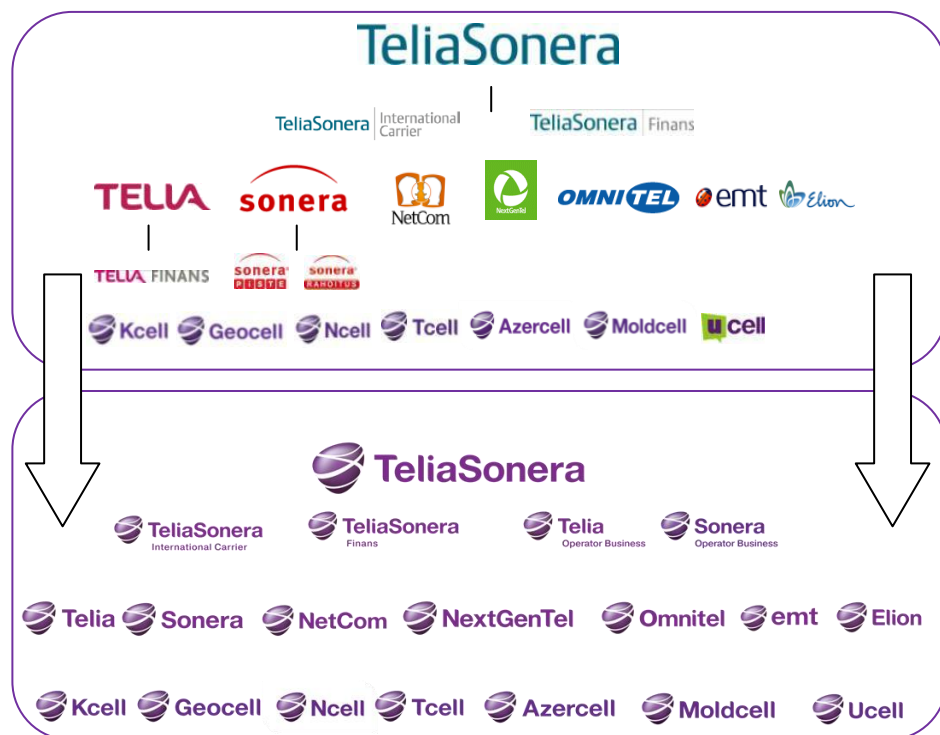
Figure 10. Result of TeliaSonera's rebranding strategy (TeliaSonera 2012d)

As Figure 10 shows, the rebranding process of TeliaSonera changed the brand architecture from a 'house of brands' towards a 'branded house' architecture, where the

corporate brand's name, or in TeliaSonera's case the unified logo, is applied to the rest of the brands in the brand portfolio. What is interesting to notice from the figure is that the newly acquired subsidiaries in Eurasia were already horizontally linked with the common visual identity after acquisition, except one, i.e. 'Ucell'. This strategy was in response to securing competitive position against strong Russian rivals in the Eurasian market that operate under one brand as well as to compete in local markets. This was the first phase in the integration process. (TeliaSonera 2012b; TeliaSonera 2012d.)

The philosophy behind the rebranding strategy is the One Company Brand Driver™ Platform:

> The specific positioning of each operator in their respective markets will be driven by the common platform but determined by the brand-specific elements and the local market context. (TeliaSonera 2012d.)

Accordingly, the framework of this platform brings benefits from retaining local brand attributes but within a vertically integrated interface with corporate strength. Each of the local markets' strengths of brand and histories are brought into the context of a bigger picture.

The most notable part of this strategy has therefore not been to lose the local brand names, but rather unite them. Moreover, this approach to evolutionary rebranding, where the strategy brings a relatively minor change in positioning and marketing aesthetics, does not risk losing brand loyalty. Local brand names are known and have developed a level of brand heritage and a solid customer base. A major revolutionary change of name signals major restructuring and could lead to reduced customer base and brand loyalty. Furthermore, changing the name would affect brand awareness and brand knowledge.

For TeliaSonera, retaining the local names and adopting the common logo, on the other hand, signals a combination of global and local strength. The idea behind this strategy is reinforced by the company's strength, which is a combination of two factors, 'leading and local'. The company has international strength and reach and strong

local brands. The key message in the new strategy is to provide customers with, e.g. latest technology, better service, competitive pricing and assurance by being part of the TeliaSonera family. (TeliaSonera 2012d.)

A common brand identity brings a number of benefits to the company, such as economies of scale, lower marketing costs and better control over how the brand is to be marketed and power and scope as a result of a global brand profile (Kapferer 2008, 466). TeliaSonera's rebranding is concerned and linked with changes in corporate strategy, changes in the external environment, a desire to consolidate the brand across markets, a desire to create a more recognisable brand and a desire for a more integrated operational model in order to benefit from cost and scale advantages. In this respect, the motivations for rebranding can be classified as 'proactive' (i.e. firm-initiated change) and 'evolutionary' (i.e. involving only the logo). This supports the views introduced earlier in Section 3.1 by Muzellec and Lambkin (2005), Muzellec et al. (2003) and Kaikati and Kaikati (2004) concerning the rebranding drivers.

As far as visual image and elements are concerned, TeliaSonera's aim has been to build strong brand awareness in each market it operates in. This has been achieved by the unique and distinguished colour which they have chosen to use which stands apart from other competitors in the industry. The colour purple is: "unique & differentiated in all markets, passionate – not as heated as red and not as cold and corporate as blue". The logo or 'stone', on the other hand, symbolizes the company heritage and roots. Furthermore, it signals strength, solidness, integrity and connectivity, which is represented by the lines in the stone. (TeliaSonera 2012d.)

3.5 Summary of theory

The theory presented in the previous chapters on branding and the case for rebranding can best be summarised by the construct illustrated in Figure 11 which is designed with the case company Sonera in mind. This two-level construct adopts a similar approach to Riondino (in Ind 2007, 80), who evolved her construct based on models developed from other writers, such as Kennedy, Abratt and Stuart.

The upper level of the construct illustrates the relationship of elements of branding discussed in Chapter 2. The idea and meaning of a brand is communicated through the company's brand identity. The brand identity of an organisation is formed by its personality, culture, philosophy, values and mission. The brand identity communicates the principles, purpose, ambition and background of the company and is the core of what the organisation is and how it wants to be perceived. Encoded as a brand idea and brand promise to the customer, customers and other stakeholders decode the brand message and make their own evaluations, interpretations and beliefs about the brand, resulting in a brand image. The brand image represents how customers and other stakeholders experience the brand through the associations they link with the various elements of brand image.

In this construct, brand image is therefore taken as the overall 'brand experience' which creates the image, simplifying the model introduced earlier by Keller in which he proposes that brand image and brand awareness together form brand knowledge. In the modified sub-construct of brand image illustrated in Figure 11, these are just three of the elements that make up brand image.

This modified sub-construct is used as the theoretical framework to guide the empirical research, which focuses on the elements of brand image, and in particular the part these elements play when investigating the success of the case company's rebranding.
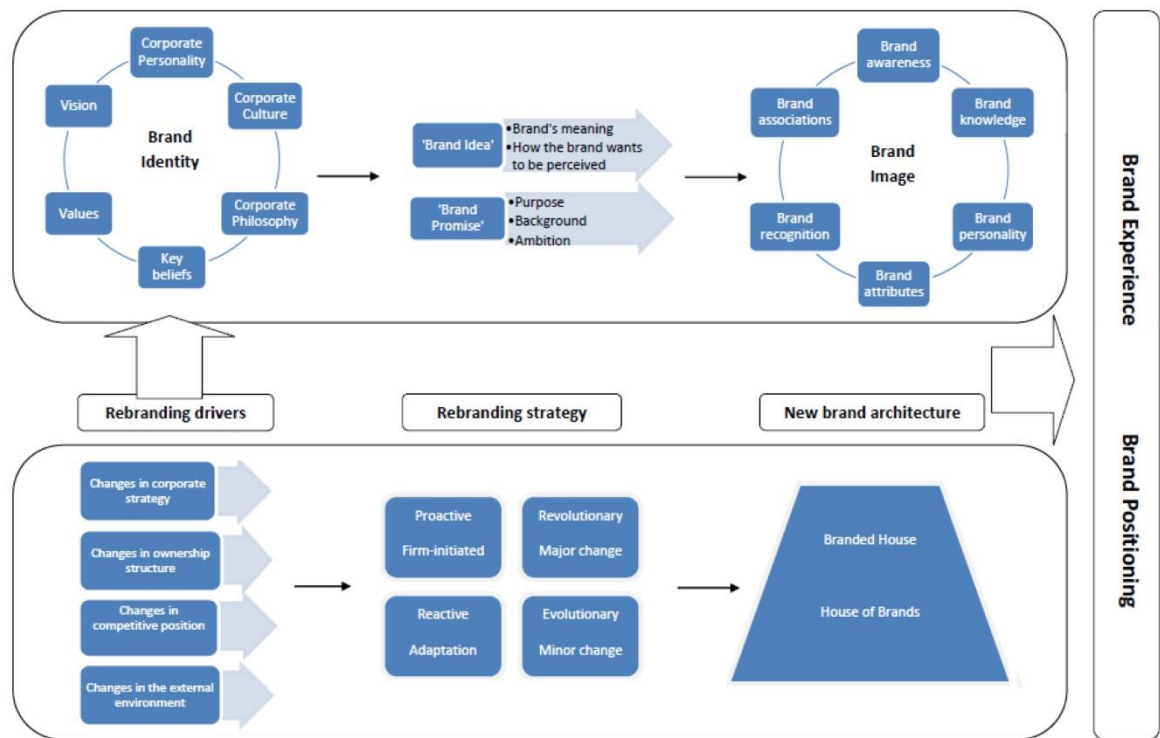
Figure 11. Rebranding construct showing the interface between brand identity, brand image and rebranding (figure by the author)

The lower level of the construct represents the rebranding process in response to the drivers of rebranding. The rebranding strategies developed can be minor (e.g. logo change), major (e.g. name change) and proactive (e.g. change of brand architecture) or reactive (e.g. response to external factors, market trends). Brand architectures must consequently adapt and evolve as a result of these changes.

Ultimately, rebranding is about creating elements of brand identity which in turn influences brand image and brand reputation for customers. A successful strategy therefore aims at reinforcing brand positioning through strong brand associations that customers can make. In this respect, brand positioning is about the company's competitive strategy to grow market share in the long term.

The reasons for TeliaSonera's rebranding were mostly firm-initiated and thus are concerned and linked to changes in corporate strategy, a desire to consolidate the brand across markets, a desire to create a more recognizable brand as well as a desire for a

more integrated operational model. In this respect, TeliaSonera's rebranding and therefore Sonera's rebranding can be seen as proactive, evolutionary and minor.

As the rebranding took place at a corporate and business unit level, thus affecting the whole corporate entity, the brand architecture was consequently transformed from a house of brands to a branded house, where all brands are united under the same visual identity and retain their local names.

4 Research methodology

The research methodology includes two main elements of the three that make up the overall thesis structure. Secondary research was carried out to identify relevant models, theories and concepts concerning branding. At this stage, background information about the case company Sonera was also obtained as primary sources. The theoretical framework was structured based on the main sources presented in the previous chapters. Additional information regarding Sonera was obtained from the company website, annual reports and other company documents. An overview of the research methodology is presented in Figure 12 below and an overlay matrix of the research approach is provided in Attachment 6.

Secondary Research
- Theories ⎫
- Models ⎬ Branding
- Concepts ⎭
- Case company: Sonera
- 'Rebranding Construct'

Primary Research
- Quantitative customer survey
- Data collection (Webropol)
- Analysis (IBM SPSS)

Findings
- Discussion & conclusion
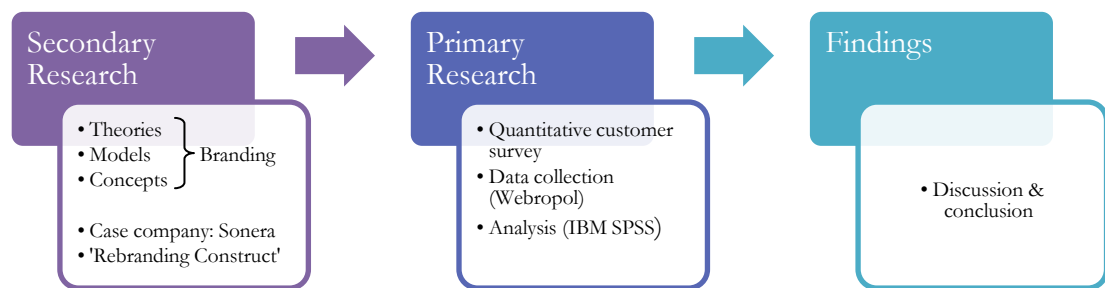
Figure 12. Research methodology

The literature survey presented in the previous chapters was focused on identifying the elements of the branding process, from which a model could be proposed (Figure 11) in particular to describe the elements that belong to brand image. These elements were also aligned with the case company's own strategy documents concerning the rebranding campaign. In addition, previous brand metrics surveys conducted by the case company in other countries were consulted in order to calibrate this model. This process was necessary in order to guide the empirical research to evaluate the success of Sonera's rebranding in Finland. Therefore, the empirical research was planned to match the case company's previous surveys in other countries conducted on the success of the rebranding process.

4.1 Empirical research methodology

The main research method is quantitative and a customer survey was used. The quantitative method allows for the collection of a significant amount of data and also typically involves large sample sizes. Other advantages of a quantitative research method include statistical analysis (e.g. cross-tabulation) and division of respondents into different segments for comparison in the search for differences. Last but not least, online surveys in particular are easy to administer and responses can be collected quickly. (Burns & Bush 2010, 267.)

Although a qualitative research method in the form of, e.g. in-depth interviews could offer a deeper understanding of what customers think about the new brand, the large sample size would render this approach impractical. The case company also proposed that a quantitative method be used due to the large size of the customer database as well as to better match the company's previous customer surveys on this topic in other countries.

4.2 Customer survey and data collection

The quantitative method adopted for the thesis was a customer survey distributed to Sonera's customers using its own database ('Sonera Raati'). All customers in the sample were first sent a cover letter explaining the purpose of the questionnaire (Attachment 2). The Sonera Raati database includes customers from the mobile, broadband and Tele Finland brand. At the time of this research, the database consisted of 11 000 customers, 46% of which were female and 54% of which were male. In terms of age distribution, 49% of customers in the database are between 45-65 years old, 25% are between 35-44 years old and 14% are 25-34 years old. The remaining 12% of customers are between 15-19 years old, 20-24 years old and over 65 years old.

Maintaining its own database allows Sonera to involve its customers in developing the brand. It furthermore shows that Sonera is interested in involving its customers with the brand and cares about customers' opinions and feedback. When recruiting customers for the database, Sonera gathers background and demographic data in order to

have ready segments within the database. This allows surveys carried out through the database to focus more on the topic and be shorter as background and demographic data about the customers already exist.

The database is mainly used for customer satisfaction surveys, marketing purposes and for the development of different products and services. The population of the database is maintained by recruiting new customers and users of new products and services every quarter. For this research, a sample of 2500 customers was used. The sampling of these 2500 customers was done by Add Value Research Finland Oy.

A questionnaire survey (Attachment 1) was designed using Webropol based on the elements of brand image identified in Figure 11, as well as TeliaSonera's New Brand Metrics report. Therefore, the questions directly relate to the metrics as well as respective theories presented in Chapters 2 and 3. The questionnaire mostly comprises questions geared to assessing the degree of agreement or disagreement on a Likert scale and Osgood scale, but also includes an open-ended question, multiple choice questions and multiple response questions with statements and attributes concerning Sonera.

The Likert scale asks respondents to indicate their degree of agreement or disagreement for each series of statements and thus captures the intensity of the respondents' feelings towards a statement or claim. Likert scales commonly include a five-point scale, but researchers frequently modify and adapt the scale to suite the study in question. In the questionnaire survey designed for this thesis, a combination of a five-point and four-point scales were used. Questions containing a 'cannot say' option were excluded and considered as missing values from the analysis. The responses were also recorded using Webropol. (Burns & Bush 2010, 312.)

The Osgood or semantic differential scale, on the other hand, is a seven-point bipolar rating scale, and differs from the Likert scale in that it includes opposite adjectives for the properties of the object under study at each end of the scale. Respondents are asked to indicate their impression of each property by placing a mark along the scale. Burns and Bush (2010, 314) point out that because the focus is on the measurement of

the meaning of an object or concept, the Osgood scale is especially a good way to measure a brand, company or store image. (Brace 2004, 89.)

The open-ended question in the survey (question 6) was analysed using Webropol's built-in data mining tool. In this question, respondents were asked to use three words to describe Sonera's new brand. Based on the analysis (using a word count of 100 and a minimum word length of 4), the six most common words used by respondents to describe the new brand were identified and are reported in the next chapter.

Spearman's correlation coefficient was calculated for all likert-scaled questions. The Spearman test determines the similarity or difference in the way two variables change in value from one case to another (i.e. it is used to assess the strength of relationship between two variables). The closer the correlation is to 1, the stronger the relationship and the closer it is to 0, the weaker the relationships, i.e. the correlation figures vary from -1 to +1, where +1 represents a perfect positive correlation and -1 a perfect negative correlation. In this sample, correlations were mostly 'weak positive' ($r = 0.3$-0.6). (Saunders, Lewis & Thornhill 2007, 459.)

4.3   Net promoter score system

The survey also included the Net Promoter Score system, which is a loyalty metric that is based on a standardised question of: *How likely is it that you would recommend (X company's) services to your friends and family?* In this respect, the metric aims to give an indication of how customers represent the company to their friends and family. (Satmetrix Net Promoter 2012.)

The 0-10 scale, or Net Promoter Score is based on the assumption that every company's customers can be divided into three groups: promoters, passives and detractors. Promoters are those customers that give the company a 9 or 10 score and are thus extremely likely to recommend the company's services, are loyal and will keep buying. Passives, on the other hand, are those customers that give the company a score of 7-8. These are customers who are satisfied but are vulnerable to competitive offerings. The third group, detractors, are customers who give the company a score between 0-6 and

are characterised as unhappy customers who can damage the brand through e.g. negative word of mouth. (Satmetrix Net Promoter 2012.)

Figure 13 below illustrates the NPS model and also shows how it is calculated. The NPS for Sonera is calculated in the next chapter.
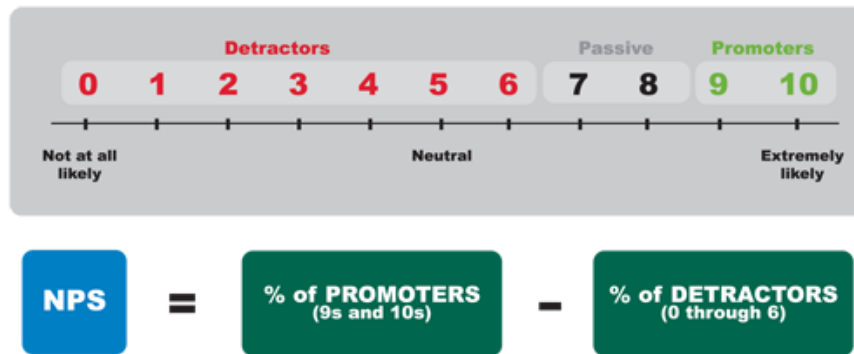
Figure 13. The net promoter score system (Satmetrix Net Promoter 2012)

4.4 Data analysis

A quantitative method for the data analysis was also adopted using IBM SPSS Statistics 19. IBM SPSS Statistics is currently among the most widely used programs for statistical analysis. Statistics included in IBM SPSS are descriptive statistics (e.g. frequencies and cross-tabulation), bivariate statistics (e.g. non-parametric tests and means), as well as prediction for numerical analysis and prediction for identifying groups.

The responses obtained from the Webropol survey output were exported into Excel and then IBM SPSS for further analysis. The results of the analysis are presented in the following chapter.

4.5 Validity and reliability

In order to find out if the research findings are credible, reliability and validity of the study must be assessed. Saunders et al. (2009, 156) define reliability as the extent to which the data collection technique or analysis procedure will yield consistent findings. Therefore, reliability is concerned with the consistency, repeatability, accuracy and credibility of the measurement in question.

According to Saunders et al. (2009, 156), reliability can be assessed by answering three main questions:

- Will the measures yield the same results on other occasions?
- Will similar observations be reached by other observers?
- Is there transparency in how sense was made from the raw data?

The questions in the customer survey were based on theory presented in Chapters 2 and 3. These questions focused on identifying the elements of the branding process from which a model could be proposed, in particular to describe the elements that belong to brand image. Previous brand metrics surveys conducted by the case company were also consulted, i.e. statements and attributes concerning Sonera were taken from the TeliaSonera New Brand Metrics report to align the survey with previous surveys. Therefore, many of the questions in the customer survey were matched to the case company's previous surveys in order to evaluate the success of the rebranding process. This approach to structuring the survey ensures consistency. Moreover, the results were analysed in the light of the theoretical concepts introduced earlier.

The raw data obtained from the survey was input into IBM SPSS for analysis. Frequencies, percentages and possible correlations were reported. The data collection technique therefore ensures consistency and repeatability. This quantitative approach allowed the collection of a large amount of data, which also provides more objectivity in the analysis than e.g. interpreting the results from interviews. However, respondent error or bias may affect the results, especially since the survey was only conducted amongst Sonera's existing customers. Therefore, the responses gained maybe somewhat biased because they are not representative of the whole population, i.e. by including non-customers. Consequently, the results of the survey can only be deemed representative of those customers in the database. The database consisted of 11 000 customers, the sample size was 2500 customers and the response rate was 24% (n = 606). Therefore, the results are statistically significant. According to Saunders et al. (2009, 364), a likely and reasonable response rate for an internet survey is 11%.

Validity of results is concerned with the extent to which the data collection method accurately measures what it was intended to measure (Saunders et al. 2009, 603). The survey conducted in this thesis aimed to measure customer perceptions which in themselves are subjective, since the responses gained reflect consumer opinion. However, the survey questions were based on branding theory, but they were also structured according to the elements of brand identity which Sonera hoped to convey in the rebranding process. Therefore, these elements or brand qualities are also subjective in that they are based on how the company wants to be perceived.

The language used in the survey to relate to brand association is emotive, e.g. 'warm', 'exciting' and 'interesting'. Terms like these had to be checked with the Sonera to ensure that they were the same used to describe their brand identity. Therefore, the questions can be regarded as suggestive but the respondents mostly graded their answers along a scale. This approach to the data collection using the scales allows the data (perceptions) to be measured accurately.

Since a large proportion of the survey focused on identifying customers' brand image of Sonera's new brand, the results obtained could change over time as customers become more familiar with the brand. Other market factors such as changes in competitor behaviour, pricing and e.g. different campaigns can all affect how customers answer questions regarding their image of the brand.

The internal validity and reliability can be assumed sound according to the above, since the investigation concerns the case company and all the raw data was gained from existing customers. However, for this reason, the external validity of the results is restrictive because they cannot easily be generalised. Nonetheless, the survey and method of measurement are based on a sound theoretical framework and quantitative analysis, respectively, which can be generalised to other companies as a tool for assessing rebranding success. The results, therefore, although restrictive, can provide some insight if generalised to other companies when assessing their rebranding process.

According to Burns and Bush (2010, 354), a questionnaire pretest involves conducting a test run of the survey on a small representative set of respondents in order to discover possible mistakes in the survey. Brace (2004, 164-165) points out that pretesting or piloting of a survey allows to, e.g. see if the respondents understand the questions, if the questions are appropriate and is the layout and question flow suitable. Furthermore, Brace (2004, 163) maintains that pretesting is an essential part of the questionnaire design process especially if the questionnaire is new but even if the questions have been used before.

The questionnaire for this thesis underwent an informal pretest with a small number of colleagues. These colleagues were not customers of Sonera and thus not representative of the sample, however, they were able to check the language and semantics of the survey and give an indication of the length of time needed to answer the questionnaire. After the informal pretest, the questionnaire was further reviewed before approval together with a number of staff from the case company (the Department Manager of Marketing and one other representative) as well as two representatives from Add Value Research Finland Oy, the company in charge of the sampling.

5 Results

This chapter begins with a commentary on the background data. The main results after data analysis in IBM SPSS are then presented. The results from the survey questions are further grouped and analysed according to their relevance to the overall investigative questions. Therefore, the subsequent sections in this chapter present the results under four main sections: background variables, brand image, brand experience, and the NPS system.

5.1 Background variables

The Sonera Raati database contained 11 000 customers at the time of the survey for this thesis (June 2012). The survey was sent to a sample of 2 500 customers and 606 responses were received. This represents a response rate of approximately 24%. The figure below shows the structure of the sample in terms of age groups.
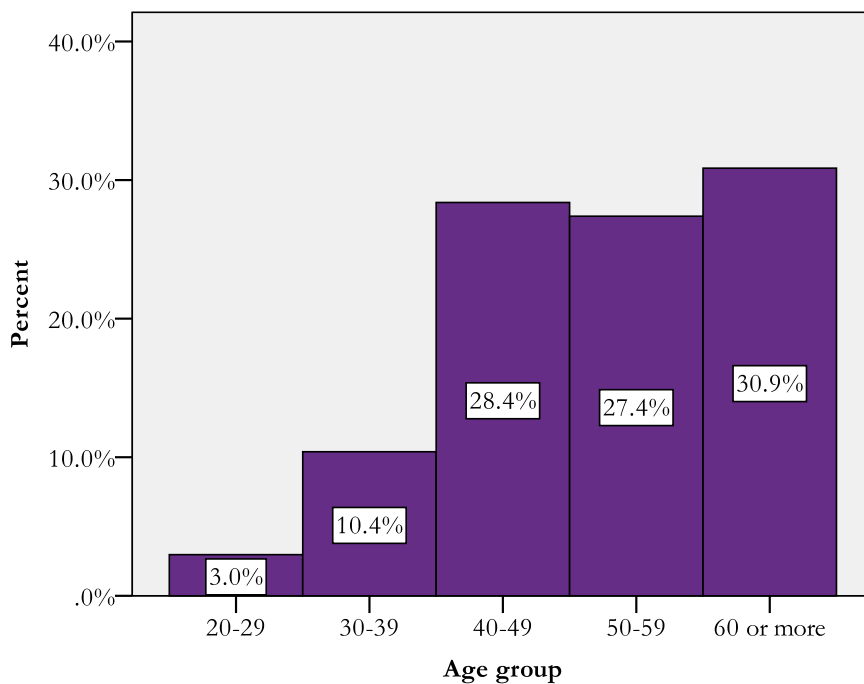
Figure 14. Age groups of customers in the sample (n = 606)

As can be seen from Figure 14 above, the age groups were divided into 10-year intervals, from 20 years up to 60 years and over. It is noticeable that the first two intervals combined (20-29 and 30-39) make up by far the smallest portion of the sample, with

the youngest age group comprising only 3%. The remaining three age groups are quite evenly divided approximately 30% each. Clearly, this sample of Sonera's customers mostly comprise middle-aged customers and older. This may indicate that this large portion of the sample represents a loyal customer base, with the first two intervals represented only by 13.4%.

This would indicate some potential for Sonera's attracting younger customers with the new brand identity being more appealing and attractive. This may also be evidence the younger age brackets being more knowledgeable of the technology, competitiveness and willingness to change operators frequently depending on the offers at the time, especially since these offers are usually connected with the latest product etc. Table 2 below further shows that out of the 606 customers, 340 were male and 266 were female.

Table 2. Frequency table for gender of respondents in sample

	Frequency	Percent
Male	340	56.1
Female	266	43.9
Total	606	100.0

Customers were asked for how long they had been customers of Sonera. The question included four options: 1 year or less, 2-3 years, 4-5 years and 6 years or more (Table 3).

Table 3. Length of customer relationship of customers in sample

	Frequency	Percent	Cumulative Percent
1 year or less	3	.5	.5
2-3 years	29	4.8	5.3
4-5 years	39	6.4	11.7
6 years or more	535	88.3	100.0
Total	606	100.0	

The results show that roughly 90% of the respondents have been customers of Sonera for six years or more. In this respect, it can be assumed that the sample included customers that have brand experience and brand knowledge of Sonera in general. The responses from this customer group may therefore be considered more reliable than those gained from customers who are newer to the brand.

5.2 Brand image

In the survey, a large proportion of questions were devoted to finding out what brand image consumers have about Sonera's new brand. Questions 2, 3, 4, and 6 specifically focus on attributes and qualities that customers link to the new brand, which directly relates to investigative question 3: *What brand image do customers have of Sonera under its new identity?*

In the bipolar question (Figure 15), customers were asked to indicate how much they agreed with either of the two opposites given for each of 15 pairs of brand attributes. By placing the statements at each end of the scale, possible bias towards agreeing with a statement was avoided as the respondent had to consider each end of the scale. For analysis purposes, all positive statements were moved to one side and all negative statements to the other compared to the original questionnaire, where they were mixed (Attachment 5).
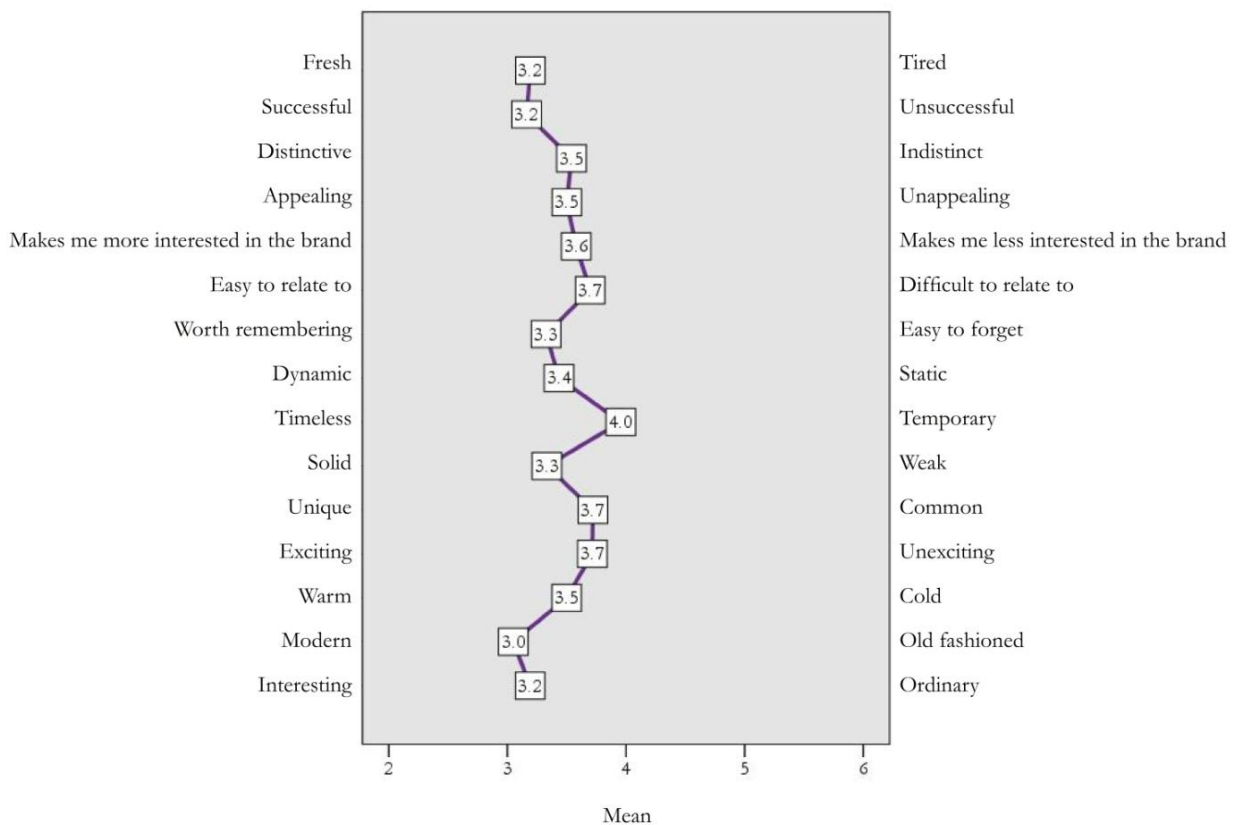
Figure 15. Brand attributes (n = 606)

Fifteen different brand attributes were taken as general abstract concepts that could be ascribed to Sonera in terms of brand association. Figure 15 above shows the mean responses on a line chart, where '1' represents the most positive response and '7' the most negative response. The results do not reveal any obvious or strikingly positive or negative responses, as all mean values fall between 3 and 4 on a 7-point scale. These results may indicate that customers find it difficult, or are unaware of how to associate such concepts in relation to Sonera's brand, especially since there are no low mean scores nor high ones either. Relating these brand attributes to Sonera does not really reveal any conclusive result, but respondents nevertheless make some assessment of these suggestive attributes gathered from literature.

In the Likert scaled question, customers' degree of agreement or disagreement with particular brand attributes was measured. Most of the brand attributes such as agile, personal, sustainable, pioneer, smart, leading, local and reliable are those that are most important to Sonera and the company as a whole. The brand attributes were all taken from TeliaSonera's New Brand Metrics report.
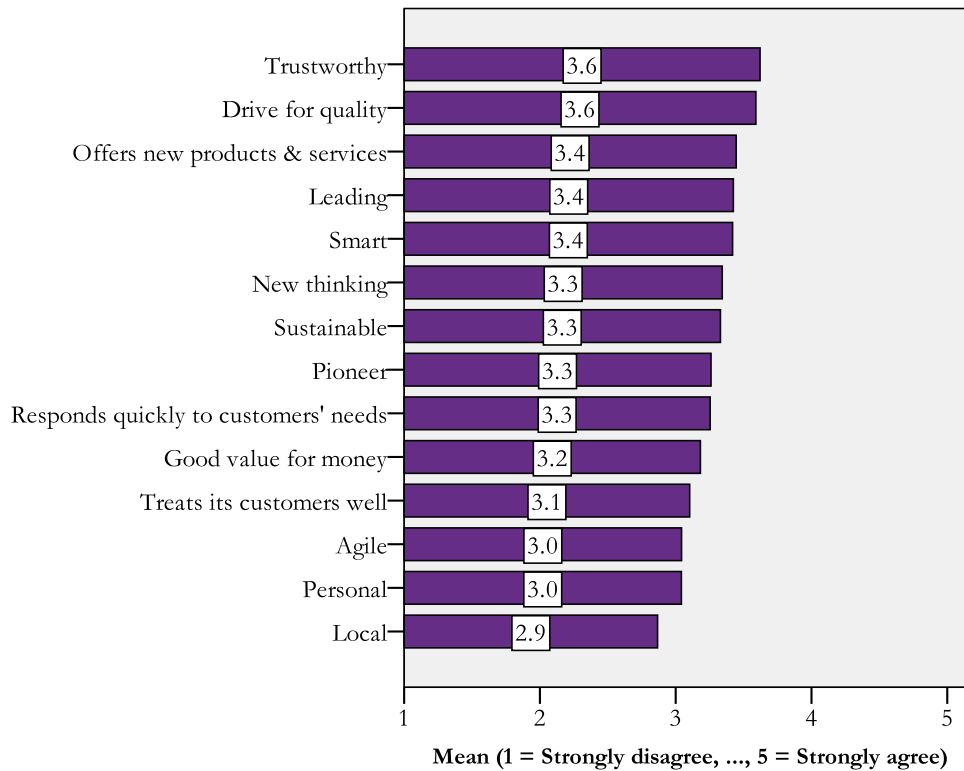
Figure 16. Sonera brand attributes (n = 606)

Figure 16 above shows the responses to how customers rated the brand attributes that were presented. Similarly to the previous question, the results do not reveal any strikingly positive or negative answers. For all attributes, the mean score lies between 2.9 and 3.6, indicating a very neutral to slightly positive response, which is also in agreement with the results in Figure 15 based on abstract concepts form theory.

These neutral responses may suggest that for some attributes, such as agile, sustainable, smart and new thinking, customers were not able to relate to them. Other attributes, such as trustworthy, drive for quality and offers new products and services are more tangible to the customer and for this reason these attributes likely scored higher.

When examining how male and female customers responded to this question, for each attribute, female customers gave a higher score than male customers (Attachment 3). In terms of age groups, customers belonging to the 20-29 years old age group rated the attributes the highest in 10 out of 14 options, however, the 20-29 years old age group only represents 3% (n = 18) of the sample. In terms of correlation, the results between

age group and the above variables returned a very low value thus indicating a very weak correlation.

The survey also included an open-ended question where customers were asked to use three words to describe Sonera's new brand. Based on the analysis, the six most common words used by respondents to describe Sonera's new brand can be seen in Table 4 below.

Table 4. Words used by customers to describe Sonera's new brand

Word	Count
Trustworthy (luotettava)	75
Stylish (tyylikäs)	41
Good (hyvä)	34
Modern (nykyaikainen)	28
Boring (tylsä)	19
Working (toimiva)	18

The count shows in how many answers the given word appeared at least once. The most common word used by respondents to describe Sonera's new brand was 'trustworthy'. All in all, respondents generally used positive words to describe the brand, however, the word 'boring' is also included in the top six words used to describe the brand.

Customers were further asked about their perception of the new Sonera brand by being presented with multiple response options that were earlier included in the TeliaSonera New Brand Metrics report. The same options were chosen in order to provide a comparable result with previous research.

Table 5. Customers' perception of Sonera's new brand

	Responses	
	N	Percent of Cases
The leading company	64	10.6%
One of the leading companies	397	65.5%
A company that is on the way up	48	7.9%
A company that does not live up to the same standards as other similar companies	70	11.6%
A company whose time is up	24	4.0%
None of the above	29	4.8%
Total	632	104.3%

The responses obtained reveal that just over 75% of customers agree that Sonera is either 'one of the leading companies' or 'the leading company', which is perhaps reinforced and confirmed by Sonera's company history and that it has been present in the market for a long time despite changes of name yet has a loyal customer base and solid reputation. However, in the previous brand attribute question (Figure 16), 'leading' was rated neutral.

Based on these results concerning the brand image, it can be argued that it is difficult for customers to relate and associate abstract and aesthetic concepts to the brand, hence the fairly neutral responses. Customers seem to identify better with tangible attributes that they can relate directly to the brand or use of the service, e.g. 'trustworthy', 'offers new products and services' etc. Customers mostly link positive qualities and attributes to the new brand, and regard Sonera as one of the leading companies. The open-ended question further revealed that customers find the new brand stylish, good and modern.

5.3 Brand experience

In order to assess how the brand image has been created, another set of questions from the survey were used to identify how customers have experienced the new brand.

The questions thus focused on customers' likelihood to recommend Sonera, visibility in different media, value for money and reaction to the new brand. These questions are related to all investigative questions because they provide information that is based on real experiences.

When customers were asked about their reaction to the new brand, just over half of the customers reacted positively and almost 45% returning a neutral response. This result clearly shows that there has at least not been a negative reaction to the new brand, but on the contrary, over half of the respondents returning a positive reaction with just under half having a neutral reaction (Table 6). This suggests that the new brand is well received in general and supports the results presented previously in Section 5.2, where customers generally linked positive attributes and qualities to the new brand.

Table 6. Customers' reaction to the new brand

	Frequency	Percent
Positive	315	52.0
Neutral	272	44.9
Negative	19	3.1
Total	606	100.0

When customers where asked about their likelihood to remain customers of Sonera in the future, just over half of the customers responded that they are either more likely or much more likely to remain customers of Sonera. This result corresponds with the positive reaction to the new brand. Only a fifth of the customers are either less likely or much less likely to remain customers, while a third of the customers stated that the new brand has no effect on their likelihood to remain with the brand. This suggests that about 30% of customers in this sample have been satisfied with Sonera's products and services regardless of brand changes, but 55% represent a strong customer base whose experiences with the new brand reinforce their loyalty (Table 7).

Table 7. Customers' likelihood to remain customers of Sonera in the future

	Frequency	Percent	Cumulative Percent
Much less likely	63	10.4	10.4
Less likely	44	7.3	17.7
The new brand has no effect on my likelihood to remain with it	168	27.7	45.4
More likely	151	24.9	70.3
Much more likely	180	29.7	100.0
Total	606	100.0	

In order to find out more about customers' experience with the new brand, customers were asked to state which operator they would choose if they would have to choose a different one. The question options included the main competitors in the Finnish market as well as Tele Finland.
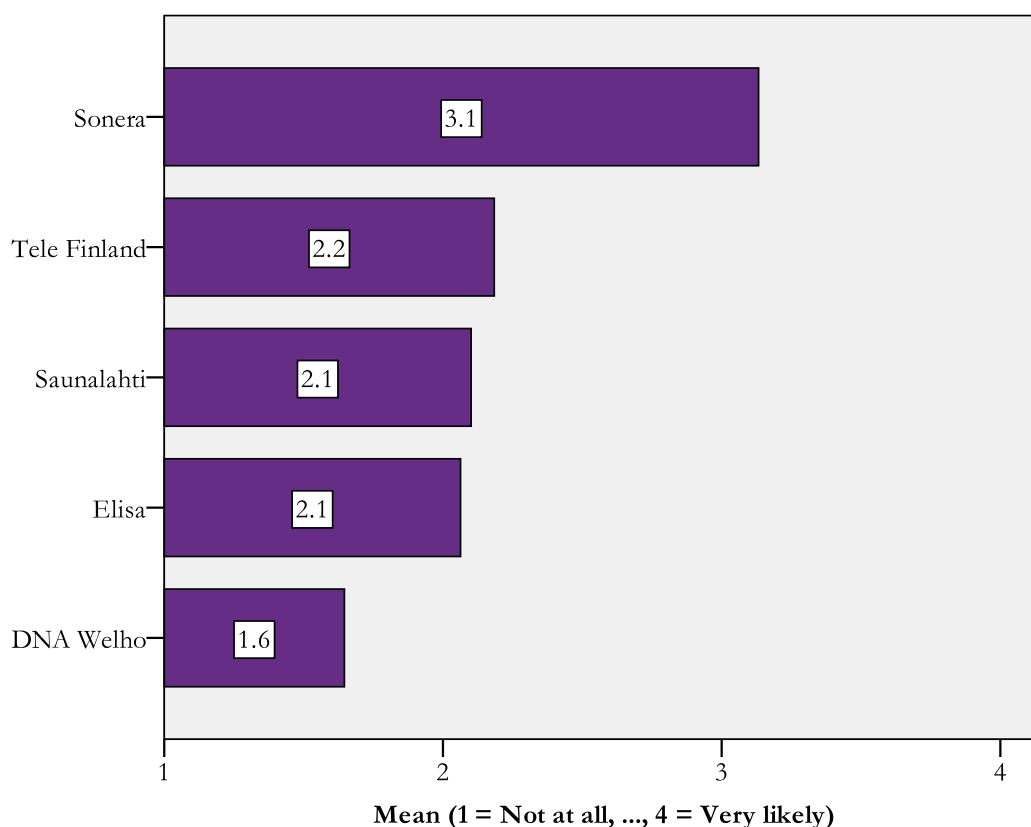
Figure 17. Customers' mobile operator preference (n = 606)

In this sample, Sonera got the highest mean score out of all the options, i.e. customers would 'likely' choose Sonera. This is in agreement with the result from the question regarding customers' likelihood to remain customers of Sonera in the future. The other remaining competitors of Sonera, including Tele Finland, were not popular options as customers stated that they would 'not likely' choose them. In DNA Welho's case, the mean result was the lowest and approximately 56% of customers that answered this question stated that it is 'not at all' likely that they would choose this operator.

In order to understand why customers would recommend Sonera as a service provider, customers were asked to rate the reasons for their recommendation of Sonera.
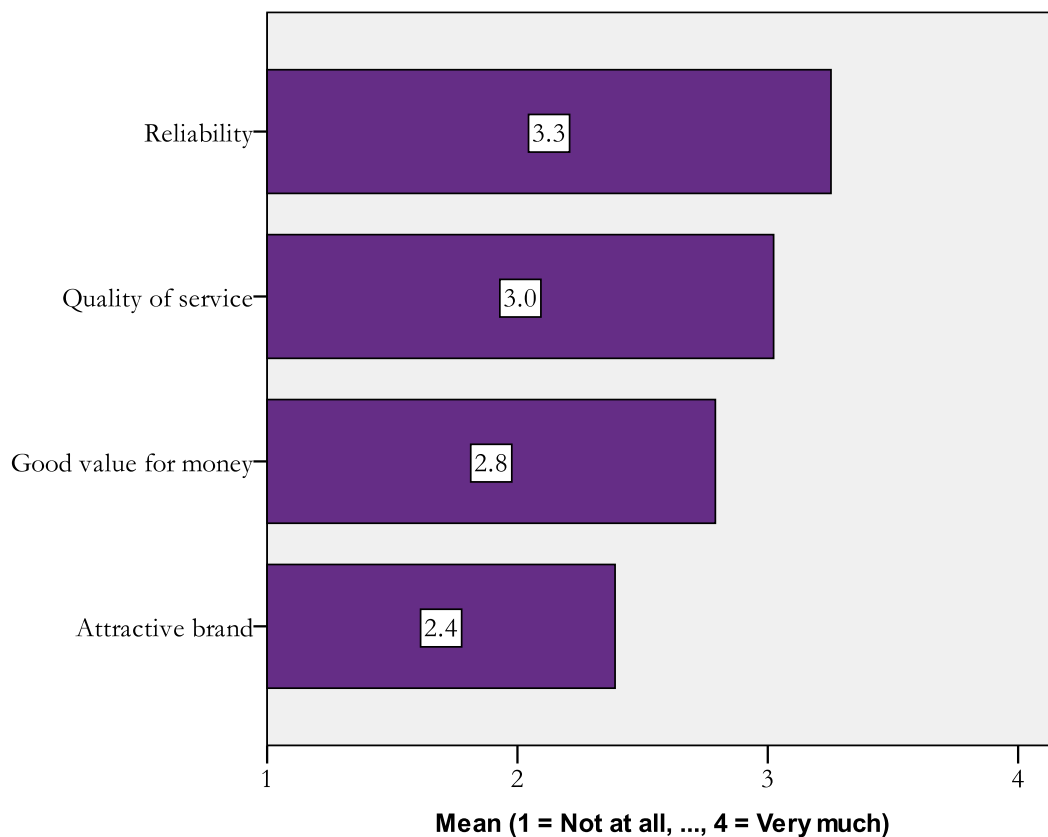
Figure 18. Reasons for recommending Sonera as a service provider (n = 606)

Figure 18 shows how strongly customers' recommendation of Sonera would be based on reliability, quality of service, good value for money or attractiveness of the brand. The results revealed that reliability is the underlying reason for recommendation followed by the quality of service. Receiving good value for money was regarded as being

'somewhat' a reason for recommending Sonera. Attractiveness of the brand as a reason for recommending was rated as least important.

Whether customers receive value for money was stated as an important factor by the case company to study. The question was a 1-4 scale question (1= Not at all, ..., 4 = Very much) and the options were quality of products and services, range of products and services and quality of customer service.
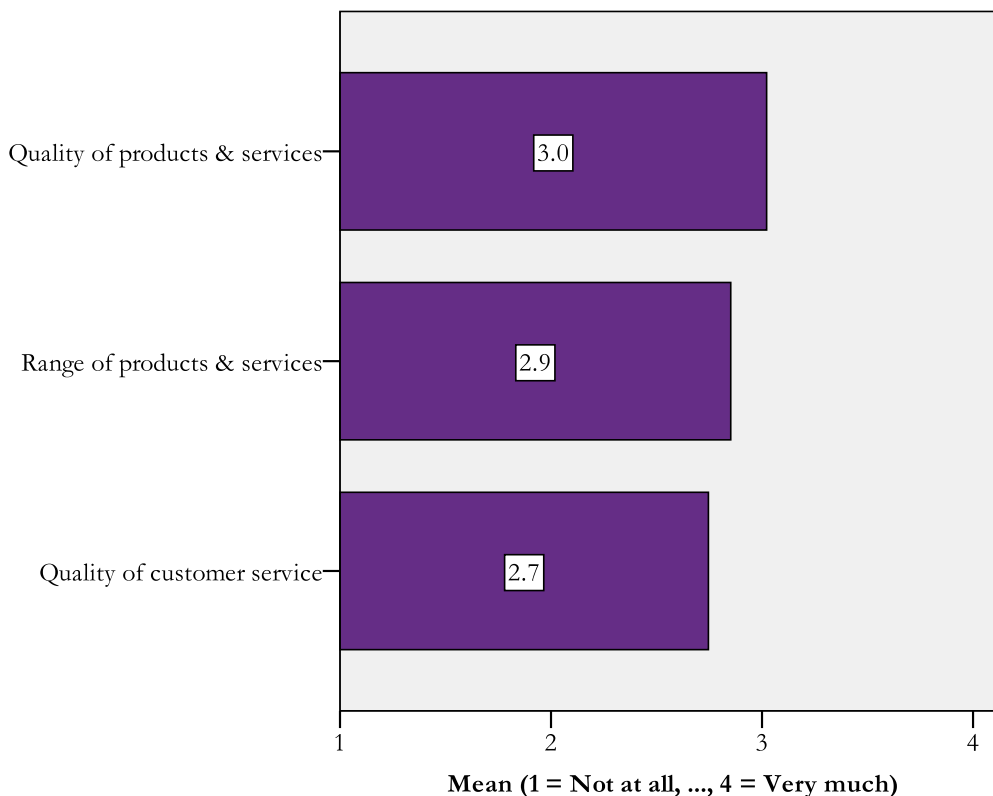
Figure 19. Customers' opinion about value for money (n = 606)

As the results show, customers seem to feel that they receive value for money from all of the above options to some extent but not very much. Quality of products and services was experienced as giving most value for money followed by the range of products and services. This result corresponds with the score given to value for money in question 10 (Figure 18), where the mean score was 2.8.

Visibility of the new Sonera brand in different media was also measured. The media included for the analysis were radio, social media, television, outdoor media, print me-

dia and internet advertising. These forms of media were chosen as they were all used in Sonera's marketing communication.
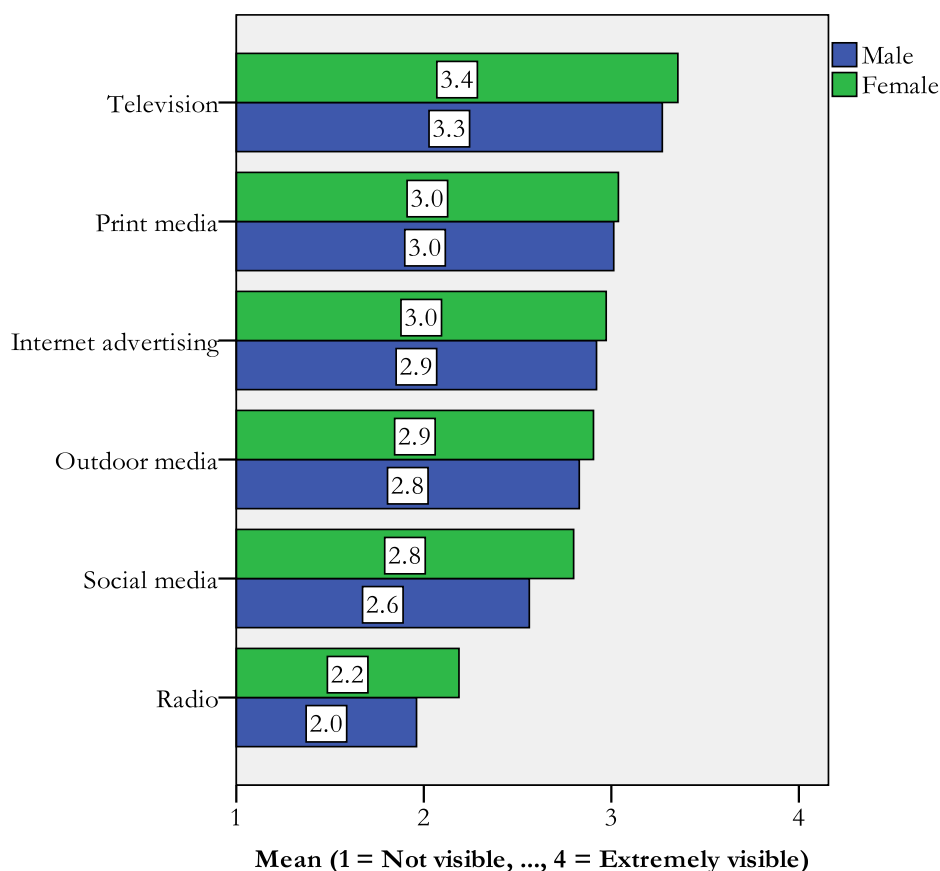
Figure 20. The new Sonera brand's visibility in different media (n = 606)

As can be seen from Figure 20, customers believe that the new Sonera brand is visible in all media asked about. The brand is seen to be most visible in television and least visible in radio. There is very little difference between how visible men and women see the brand. However, women seem to think that the brand is more visible in all media asked about. Neither men nor women believe the brand to be extremely visible in any of the media mentioned. This data suggests that the Sonera brand is equally represented in each of the media apart from radio.

When observed across age groups (Attachment 4), the results are similar across television, print media, outdoor media and radio. The most significant difference appears in social media, where customers belonging to the 20-29 years age group believe that the

brand is only 'fairly visible' while all other age groups find the brand 'visible'. Although there is a difference, the 20-29 years age group only made up 3% (n = 18) of the sample; however, younger people are more likely to spend more time on social media than other age groups. In terms of correlation, the results between age group and the above variables returned a very low value thus indicating a very weak correlation.

From these results, it can be concluded that customers regard Sonera as one of the leading companies and a reliable service provider offering good quality. Attractiveness of the brand as customers perceive it rates least important in recommending Sonera as a service provider. Customers are likely to choose Sonera over other operators and are also likely to remain customers of Sonera in the future despite the brand change. In terms of brand visibility, customers believe the brand to be 'fairly visible' or 'visible' in all media asked about. These findings support the notion that the new brand was well received in general despite the brand change.

5.4 Net promoter score

Customers were asked to indicate on a 0-10 scale how likely they are to recommend Sonera's services to friends and family. The results are given according to the NPS system and shown below in Table 8.

Table 8. Sonera NPS

	Frequency	Percent	Cumulative Percent
Detractors	197	32.5	32.5
Passives	215	35.5	68.0
Promoters	194	32.0	100.0
Total	606	100.0	

Using IBM SPSS, the results that customers gave were recoded into different variables, i.e. all scores ranging from 0-6 were recoded and named 'detractors', all scores from 7-

8 as 'passives' and scores from 9-10 as 'promoters'. Using this table, the NPS for Sonera was computed as can be seen below.

NPS = (194/606) – (197/606) * 100 = 32.0132% - 32.508% = **-0.4948%**

Although the score is negative based on this sample, it must be compared to the industry average and understood in the context of competitors and territory, i.e. a market average can be negative and in terms of territory, the average score in Western Europe is lower than the average score in Southern Europe. (Satmetrix Net Promoter 2012.)

According to a report published in 2011 by the Finnish Direct Marketing Association (Korkiakoski & Ylikoski 2011, 10), for mobile phone operators, the average NPS was -19, the maximum 9 and the lowest -40.

The results from this question conclusively show that Sonera's NPS based on this sample is well above the average at -0.5% (industry average -19%) but respondents were fairly evenly divided between promoters, passives and detractors. This result indicates that Sonera's customers generally represent the company to their friends and family in a positive way.

6 Discussion and conclusions

This chapter presents a discussion of the customer survey and the results analysed in the previous chapter in the light of the theory presented in Chapters 2 and 3. The structure of the discussion is based on the four investigative questions posed in Chapter 1.

The construct previously introduced in Chapter 3 was designed for the purpose of summarising the theory and guiding the investigative questions. The construct is referred to again here (Figure 21) as basis for the discussion as well as to validate the construct.

6.1   What are the aims and implications of rebranding for a company operating in international markets?

Under TeliaSonera's rebranding strategy, the primary aim of rebranding Sonera and other subsidiaries was to convey key messages to the market. These are summarized as:

> We are an international group with a global strategy but wherever we operate, we act as a local company.
>
> We are a strong united brand which will show our core belief in the unique combination of global and local strength.
>
> Our customers will get tangible benefits from being part of the TeliaSonera family
> – the latest technology and innovative services
> – competitive pricing and offers
> – the confidence of dealing with the most competent people in our business
> (TeliaSonera 2012d.)

The rebranding strategy therefore is one aimed at uniting subsidiaries across international markets under a common strategy, visual identity and common message. Furthermore, TeliaSonera's rebranding strategy has also been a result of international mergers and acquisitions, where newly acquired subsidiaries (in Eurasia) were branded in the new visual identity; this was successful and therefore subsequently introduced at

a corporate level. This strategy follows the rebranding process discussed earlier in Chapter 3 by Muzellec and Lambkin (2005).

Also in Sonera's New Identity 2011 the strategy clearly addresses an international dimension:

> Bring the best of TeliaSonera to each and every customer within and across all markets through a more integrated operational model, enabling systematic reuse and benefit from best practice.

> Grow our revenues by responding to the increasingly dynamic and fast moving market, similar in all our countries.

> Extract the cost/scale advantages of being a large international operation.
> (TeliaSonera 2012d.)

Furthermore, this is supported in the theory by Kaikati and Kaikati (2004), who maintain that company-initiated motivations for rebranding are proactive and support the need to consolidate the brand globally, to create appeal to a broader target market or to create a more recognizable master brand.

The implications of rebranding concern the company's failing to successfully communicate their new brand message. However, previous results from the TeliaSonera New Brand Metrics report supports the notion that the rebranding process in the Nordic markets has been successful;

> Fast increase in the association of TeliaSonera master brands to the new logo.

> Recognition is really high, but it needs constant maintenance to get higher and/or keep that position. (TeliaSonera 2012e.)

6.2 What is consumers' brand awareness of Sonera?

Companies create brand awareness to increase consumers' familiarity and association with the brand. The survey revealed that the new Sonera brand is 'visible' in different

media and therefore customers' association with the rebranding through advertising campaigns etc. can be seen as successful. This is further supported by the TeliaSonera New Brand Metrics report which showed a fast uptake of brand association on the corporate level.

As was discussed in the theory, the more often that a consumer experiences a brand in different situations by, e.g. seeing packaging, the slogan, being exposed to advertising or hearing a particular sound, the more likely it is that the brand will become stored in the consumer's memory and thus more strongly considered in a purchase situation (Keller et al. 2008, 51). Good brand awareness helps brand positioning if consumers are familiar with the brand or product and further can distinguish the brand's competitive features.

The survey also revealed that customers are likely or more likely to remain customers of Sonera based on their experiences of the new brand which reinforces the notion that brand awareness of customers is good. Furthermore, Sonera's NPS for this sample was well above the industry average, probably owing to good customer loyalty which also suggests that customers have good brand awareness.

In other words, one can assume that customer loyalty has a positive relation with knowledge of the brand message and therefore brand awareness.

6.3   What brand image do consumers have of Sonera under its new identity?

As was discussed in the theory, Nandan (2005, 264) maintains that brand image refers to consumer perceptions and encompasses a set of beliefs that consumers have of a brand.

As can be seen from the survey, a large proportion of questions were devoted to finding out what brand image customers have about the new Sonera brand. As part of the rebranding construct developed for the thesis, Figure 21 shows the interface between brand identity and brand image. Brand image has been broken down into more specific elements for the purpose of this study. Questions in the survey were focused on the

elements shown in Figure 21 in order to assess how successfully the elements of brand identity under Sonera's rebranding strategy have been communicated and perceived by customers as the new brand image.
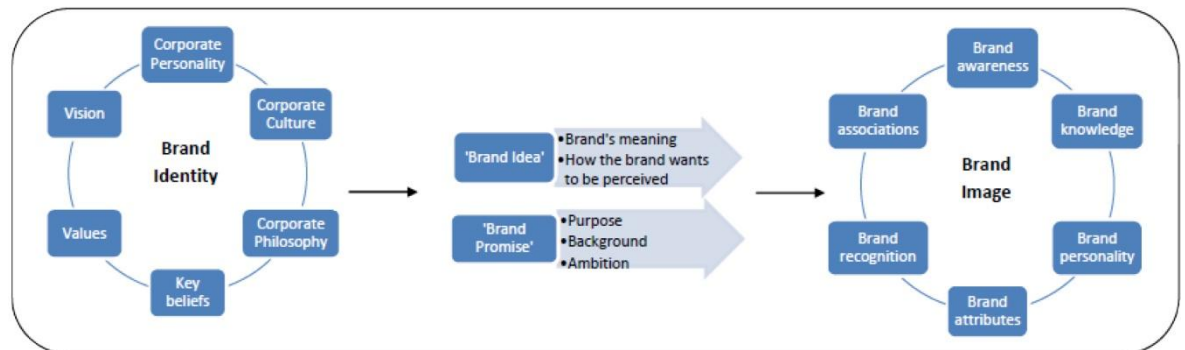
Figure 21. Brand identity - brand image interface (taken from construct in Figure 12)

Question 2 included 15 different brand attributes that were taken as general abstract concepts from theory that could be ascribed to Sonera in terms of brand association. In this question, the results returned a closely correlated neutral to mildly positive response (mean score 3-4 on a 7-point scale).

However, the subsequent questions 3 and 4 were specifically based on TeliaSonera's New Brand Metrics report in which only TeliaSonera's own brand attributes and statements were included. The results to Question 4 similarly revealed a 'neutral to agree' (i.e. mean score 2.9-3.6 on a 1-5 scale) response, which is in agreement with the question based on general abstract concepts from theory. Although the mean scores were not high, there were, however, no negative results. This suggests that customers moderately rate the rebranding, and accordingly it can be assumed that the rebranding has been moderately successful. The responses to Question 3 also supports the notion that rebranding has been moderately successful, since the majority of customers (65.5%) regard Sonera as 'one of the leading companies' and 10% as 'the leading company'.

The open-ended question further revealed that the six most frequently freely used words by customers to describe the new Sonera brand all compare well with the brand

attributes used in the TeliaSonera New Brand Metrics report. The six most common words used are listed below:

– Trustworthy (luotettava)
– Stylish (tyylikäs)
– Good (hyvä)
– Modern (nykyaikainen)
– Boring (tylsä)
– Working (toimiva)

When customers were asked why they would recommend Sonera to their friends and family, the options were based on four broad attributes all of which coincide with those in the TeliaSonera New Brand Metrics report. Each of these attributes are core attributes and can be assumed to be the most important qualities customers look for (reliability, quality of service, good value for money and attractive brand). It may be easier for customers to identify with such tangible attributes as these, rather than more abstract or aesthetic ones, e.g. agile, passionate, solid, smart or new-thinking, hence the neutral responses to Questions 2 and 4. This illustrates the challenge of successfully communicating the new brand identity to the customer. Furthermore, in a highly competitive market, where consumers are price-conscious, reliability and quality of service as very tangible attributes are more likely to reinforce or promote customer loyalty rather than more abstract or 'cosmetic' new brand attributes.

6.4   How successful has Sonera's rebranding strategy been?

According to the Sonera's New Identity 2011 report, the brand targets for TeliaSonera are:

– To be the most attractive brand in the industry in each of our markets.
– To significantly raise the awareness of TeliaSonera.
– To improve the image of their industry
  (TeliaSonera 2012d.)

Within the context of TeliaSonera's One Company Brand Driver™ Platform, the brand targets above form a common set of principles for local implementation of a global/local strategy for the new brand. The objective is to retain the histories and strengths of each local brand and its market positioning whilst at the same time fitting into the new broader international operational model.

According to the TeliaSonera New Brand Metrics report, the success of the rebranding strategy in reference to the attributes in the One Company Brand Driver™ Platform (smart, leading & local – pioneer, reliable, personal, sustainable and agile), the results from that survey consistently show that the top-rated attribute in all countries was 'trustworthy'. In Finland the second rated attribute was 'the products and services are simple to use', and the bottom two attributes were 'takes social responsibility' and 'good value for money'.

The results from the survey for this thesis also show the top-rated attribute as 'trustworthy'. 'Good value for money', however, was rated mid-range of the 14 attributes selected for the survey. However, as can be seen from the attributes (corresponding to TeliaSonera's One Company Brand Driver™ Platform attributes) in Figure 22, these are generally rated in the mid to low-range apart from 'leading' and 'smart', but the mean correlation is quite tight between 2.9 and 3.3 on a 1-5 point scale which indicates a neutral to moderate agreement.
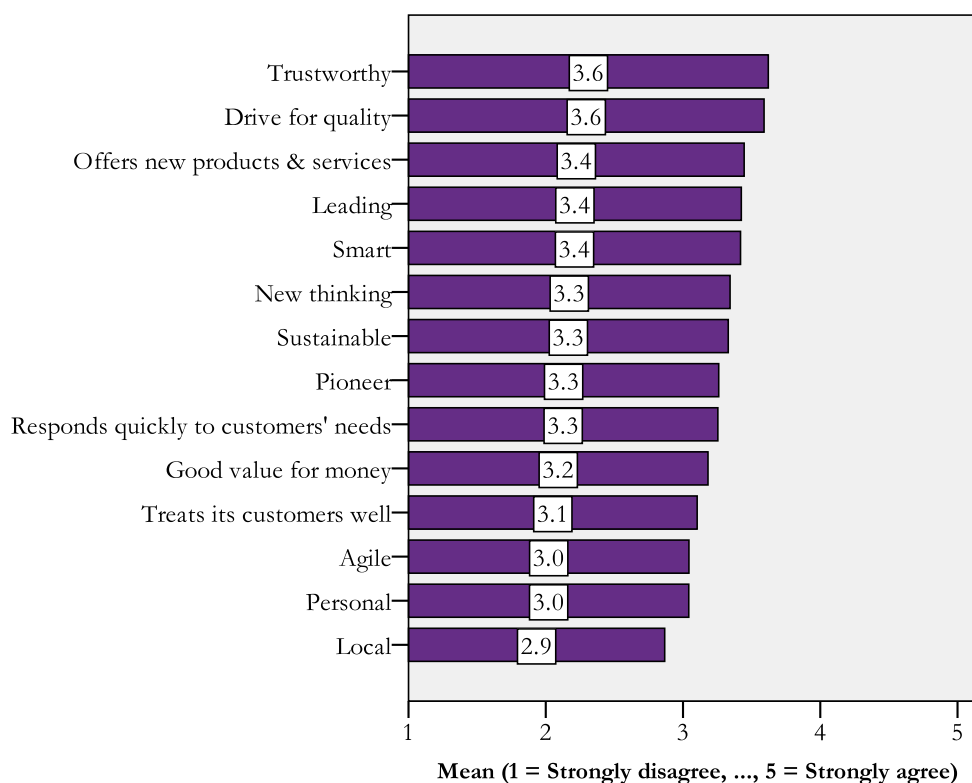
Figure 22. Sonera brand attributes

Since there are now low scores, the results therefore indicate that the rebranding strategy has been successful.

If customer loyalty and willingness to recommend Sonera can be taken as an indication of customer reaction to the rebranding strategy, then it is interesting to note that customers rated Sonera by far the most popular. If the rebranding strategy is geared towards growth and retaining customer loyalty, then this clearly indicates customer confidence in the new brand. Furthermore, if local market positioning is also important in the overall strategy, it is noteworthy that 'good value for money' was rated lowest in the TeliaSonera New Brand Metrics report for Sonera in Finland and as 'somewhat' important to customers in the thesis survey as a reason to recommend Sonera to friends and family. Consequently, one of the key messages from the Sonera's New Identity 2011 report is well directed:

> Our customers will get tangible benefits from being part of the TeliaSonera family
> – the latest technology and innovative services
> – competitive pricing and offers

— the confidence of dealing with the most competent people in our business (TeliaSonera 2012d.)

6.5 Rebranding as an international strategy

The case of TeliaSonera's rebranding of Sonera and other subsidiaries is a perfect example of how companies use rebranding as an international strategy. According to their rebranding strategy, Sonera wants to be perceived as 'leading and local'. Therefore, the benefits of being close to the customer in this respect have been considered an essential feature of the international company's brand strategy. Furthermore, in the globalised business environment, where companies endeavour to benefit from economies of scale and consolidated markets, the case company demonstrates that a successful international marketing strategy must align with local conditions.

6.6 Own learning and suggestions for further research

Writing a thesis and contributing to Sonera's 'rebranding project' felt rewarding and motivating throughout the thesis process. The theoretical part of the thesis gave me a comprehensive understanding of branding, rebranding and the motivations for rebranding in particular. These topics are barely discussed in the specialization studies.

I was able to identify relevant theory and apply it to the case company, design a research method, analyse the results and synthesize these by answering the investigative questions and arriving at conclusions which can to some extent be generalised. The work that I have conducted for this thesis therefore encompasses all domains of knowledge according to *Bloom's Taxonomy of Learning Domains* (1956).

Although the findings and conclusions in the survey for this thesis cannot be applied to all of Sonera's customers in the Finnish market, at least the case company has a better or more current understanding of how their customers experience the brand, and what associations they make with the new brand.

Companies with international operations considering rebranding can use the theoretical framework of this thesis and the methodology to implement a similar strategy to the case company.

A recommendation for further research would be to conduct a similar study that would focus on non-customers of Sonera. This would give the case company a more objective view of how the new brand is experienced. The similar structure to the survey used for this thesis could be used for this purpose. It would also be interesting to compare the brand image of Sonera's new brand between customers and non-customers as this would give a more realistic assessment of how successful the new Sonera brand is. As the sample for the survey in this thesis mostly consisted of middle-aged customers, it is recommended to ensure that there are more respondents particularly from the 20-29 age group but also from the under 40 age group.

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Attachments

Attachment 1. Customer survey

Sonera

Kysely Soneran yrityskuvasta ja ilmeestä

2. Arvioi Soneran uutta ilmettä seuraavalla asteikolla. Sonera on: *

Tylsä	○	○	○	○	○	○	Kiinnostava
Moderni	○	○	○	○	○	○	Vanhanaikainen
Lämmin	○	○	○	○	○	○	Kylmä
Jännittävä	○	○	○	○	○	○	Tylsä
Ainutlaatuinen	○	○	○	○	○	○	Tavanomainen
Vahva	○	○	○	○	○	○	Heikko
Ikuinen	○	○	○	○	○	○	Väliaikainen
Dynaaminen	○	○	○	○	○	○	Muuttumaton
Mieleen painuva	○	○	○	○	○	○	Helppo unohtaa
Vaikea samastua	○	○	○	○	○	○	Helppo samastua
Saa minut vähemmän kiinnostuneeksi yrityksestä	○	○	○	○	○	○	Saa minut kiinnostuneemmaksi yrityksestä
Vetoava	○	○	○	○	○	○	Luotaantyöntävä
Omaperäinen	○	○	○	○	○	○	Tavanomainen
Onnistunut	○	○	○	○	○	○	Epäonnistunut
Aikansa elänyt	○	○	○	○	○	○	Tuore

[<-- Edellinen] [Seuraava -->]

Sonera

Kysely Soneran yrityskuvasta ja ilmeestä

3. Mikä seuraavista kuvaisi parhaiten Soneraa yrityksenä? Sonera on: *

☑ Johtava yritys

☐ Yksi johtavista yrityksistä

☐ Yritys, joka on nousussa

☐ Yritys, joka ei täytä odotuksia yhtä hyvin kuin muut vastaavat yritykset

☐ Yritys, joka on aikansa elänyt

☐ Ei mikään edellisistä

[<-- Edellinen] [Seuraava -->]

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![Sonera]

Kysely Soneran yrityskuvasta ja ilmeestä

4. Kuinka samaa tai eri mieltä olet seuraavien väittämien kanssa, jotka liittyvät Soneran uuteen ilmeeseen?
Sonera on: *

	Täysin eri mieltä	Lähes eri mieltä	Neutraali	Lähes samaa mieltä	Täysin samaa mieltä
Edustaa kestävän kehityksen arvoja	○	○	○	○	○
Asiakkaiden tarpeisiin reagoiva	○	○	○	○	○
Luotettava	○	○	○	○	○
Rahanarvoinen	○	○	○	○	○
Laadukkuuteen pyrkivä	○	○	○	○	○
Innovatiivinen	○	○	○	○	○
Johtava	○	○	○	○	○
Nopealiikkeinen	○	○	○	○	○
Paikallinen	○	○	○	○	○
Edelläkävijä	○	○	○	○	○
Uusia tuotteita ja palveluita tarjoava tarjoava yritys	○	○	○	○	○
Tyylikäs	○	○	○	○	○
Asiakaslähtöinen	○	○	○	○	○
Henkilökohtainen	○	○	○	○	○

[<-- Edellinen]   [Seuraava -->]

![Sonera]

Kysely Soneran yrityskuvasta ja ilmeestä

5. Miten arvioisit Soneran näkyvyyttä seuraavissa tiedotusvälineissä? *

	Ei näkyvä	Vähän näkyvä	Näkyvä	Erittäin näkyvä	En osaa sanoa
Radio	○	○	○	○	○
Sosiaalinen media	○	○	○	○	○
Televisio	○	○	○	○	○
Ulkomainonta	○	○	○	○	○
Painettu media	○	○	○	○	○
Internetmainonta	○	○	○	○	○

[<-- Edellinen]   [Seuraava -->]

Kysely Soneran yrityskuvasta ja ilmeestä

6. Kuvaile Soneran uutta ilmettä kolmella sanalla, jotka mielestäsi parhaiten kuvaavat yritystä. *

<-- Edellinen   Seuraava -->

Kysely Soneran yrityskuvasta ja ilmeestä

7. Kuinka todennäköistä on, että pysyt Soneran asiakkaana tulevaisuudessa perustuen kokemuksiisi Sonerasta? *

- Erittäin epätodennäköistä
- Hieman epätodennäköistä
- Uudella ilmeellä ei ole vaikutusta asiaan
- Todennäköistä
- Erittäin todennäköistä

<-- Edellinen   Seuraava -->

Kysely Soneran yrityskuvasta ja ilmeestä

8. Jos sinun tulisi valita operaattori uudelleen, kuinka todennäköisesti valitsisit seuraavista operaattoreista? *

	Erittäin epätodennäköistä	Hieman epätodennäköistä	Todennäköistä	Erittäin todennäköistä
DNA Welho	○	○	○	○
Elisa	○	○	○	○
Sonera	○	○	○	○
Saunalahti	○	○	○	○
Tele Finland	○	○	○	○

<-- Edellinen   Seuraava -->

Kysely Soneran yrityskuvasta ja ilmeestä

9. Asteikolla 0-10, kuinka todennäköisesti suosittelisit Soneran palveluita perheellesi ja ystävillesi? *

	0	1	2	3	4	5	6	7	8	9	10	
Erittäin epätodennäköisesti	○	○	○	○	○	○	○	○	○	○	○	Erittäin todennäköisesti

<-- Edellinen   Seuraava -->

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Kysely Soneran yrityskuvasta ja ilmeestä

10. Jos suosittelisit Soneraa perheellesi ja ystävillesi, miten paljon suositus perustuisi: *

	Ei yhtään	Vähän	Jonkin verran	Paljon
Palvelun laatuun	○	○	○	○
Luotettavuuteen	○	○	○	○
Yrityksen houkuttelevuuteen	○	○	○	○
Siihen, että koet saavasi rahoillesi vastinetta	○	○	○	○

<-- Edellinen   Seuraava -->

Kysely Soneran yrityskuvasta ja ilmeestä

11. Koetko saavasi rahoillesi vastinetta Soneran asiakkaana: *

	En yhtään	Vähän	Jonkin verran	Paljon
Asiakaspalvelun laadusta	○	○	○	○
Valikoimien monipuolisuudesta	○	○	○	○
Tuotteiden laatutasosta	○	○	○	○

<-- Edellinen   Seuraava -->

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Sonera

Kysely Soneran yrityskuvasta ja ilmeestä

12. Sukupuoli *

○ Mies

○ Nainen

<-- Edellinen   Seuraava -->

Sonera

Kysely Soneran yrityskuvasta ja ilmeestä

13. Ikäryhmä *

○ Alle 20

○ 20-29

○ 30-39

○ 40-49

○ 50-59

○ 60 tai yli

<-- Edellinen   Seuraava -->

Kysely Soneran yrityskuvasta ja ilmeestä

14. Kuinka kauan olet ollut Soneran asiakas? *

- ○ 1 vuoden tai vähemmän
- ○ 2-3 vuotta
- ○ 4-5 vuotta
- ○ 6 vuotta tai enemmän

Kiitos vastauksistasi! Klikkaa Lähetä-painiketta, niin vastauksesi tallentuvat.

☐ Vahvista vastausten lähetys

[<-- Edellinen] [Lähetä]

Attachment 2. Cover letter of the survey

Hyvä Raadin jäsen,

Tällä kyselyllä Sonera haluaa selvittää asiakkaidensa näkemyksiä yrityksen uudesta ilmeestä.

Antamanne vastaukset ovat täysin luottamuksellisia ja ne raportoidaan Soneralle nimettöminä osana laajempia vastaajaryhmiä. Tulokset julkaistaan ainoastaan kokonaistuloksina, joten kenenkään yksittäisen vastaajan tiedot eivät näy tuloksista. Tutkimustulosten perusteella haluamme kehittää palveluitamme vastaamaan paremmin asiakkaiden toivomuksia.

Vastaamiseen menee aikaa noin 10 minuuttia. Kyselyn pääsette klikkaamalla alla olevaa linkkiä.

http://www.webropolsurveys.com/S/DE882458B10B799E.par

Toivomme, että suhtaudutte kyselyyn myönteisesti ja palautatte lomakkeen täytettynä 28.06.2012 mennessä.

Kiitos jo etukäteen arvokkaasta palautteesta!

Terveisin

Tero Era

Add Value

Attachment 3. Question 4: Comparison of means of male & female respondents

Report

		Gender		
		Male	Female	Total
Sustainable	Mean	3.29	3.38	3.33
	N	338	266	604
Responds quickly to customers' needs	Mean	3.14	3.40	3.25
	N	338	265	603
Trustworthy	Mean	3.57	3.68	3.62
	N	337	265	602
Good value for money	Mean	3.13	3.25	3.18
	N	335	264	599
Drive for quality	Mean	3.52	3.68	3.59
	N	338	265	603
New thinking	Mean	3.26	3.44	3.34
	N	337	264	601
Leading	Mean	3.35	3.52	3.42
	N	339	264	603
Agile	Mean	2.91	3.21	3.04
	N	339	264	603
Local	Mean	2.73	3.04	2.87
	N	337	262	599
Pioneer	Mean	3.19	3.35	3.26
	N	336	264	600
Offers new products & services	Mean	3.36	3.55	3.45
	N	338	266	604
Smart	Mean	3.35	3.51	3.42
	N	339	265	604
Treats its customers well	Mean	3.00	3.23	3.10
	N	339	263	602
Personal	Mean	2.95	3.16	3.04
	N	335	262	597

Attachment 4. Question 5: Means of age groups & visibility in media
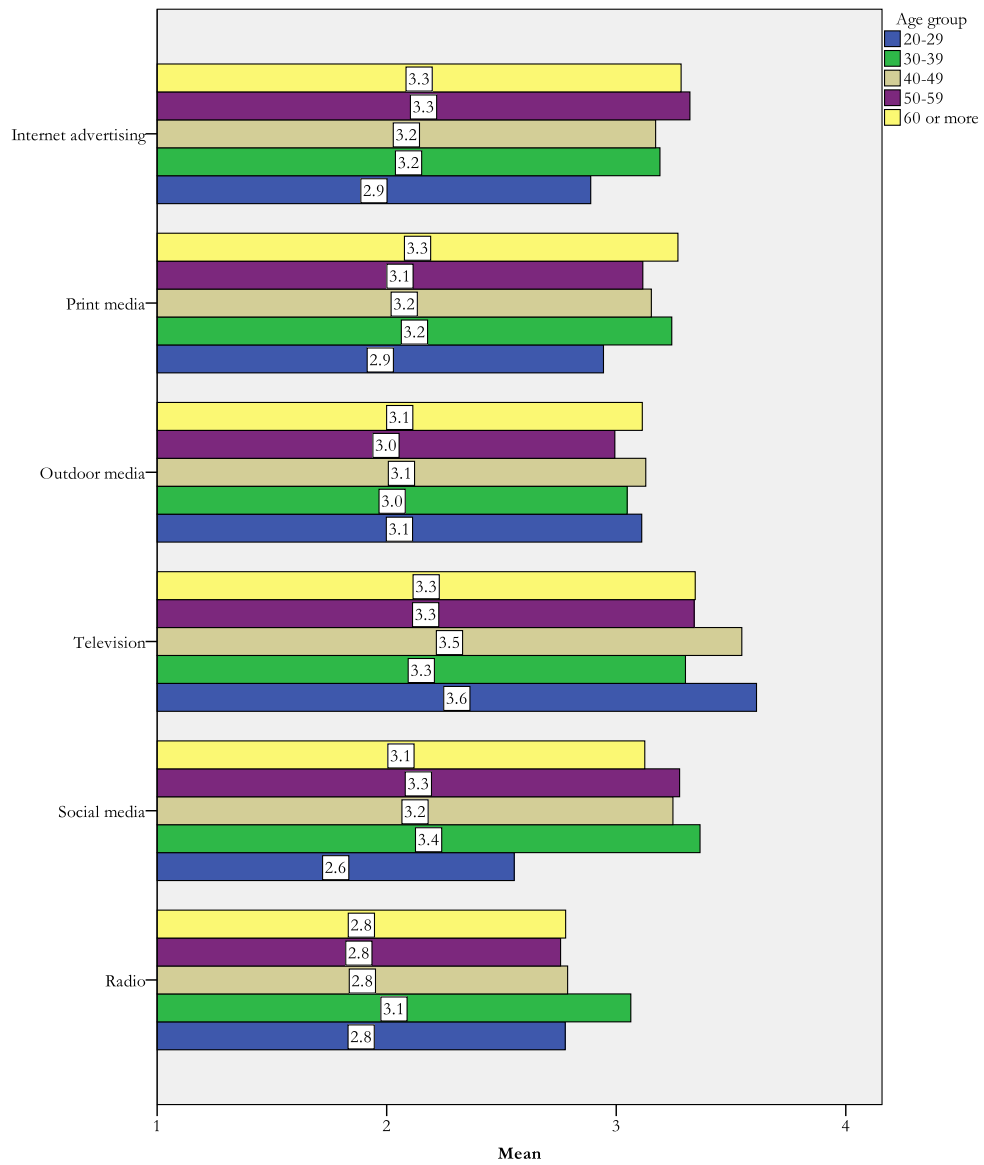
Attachment 5. Bipolar question (question 2 in survey)

Kysely Soneran yrityskuvasta ja ilmeestä

2. Arvioi Soneran uutta ilmettä seuraavalla asteikolla. Sonera on: *

Tylsä	○	○	○	○	○	○	○	Kiinnostava
Moderni	○	○	○	○	○	○	○	Vanhanaikainen
Lämmin	○	○	○	○	○	○	○	Kylmä
Jännittävä	○	○	○	○	○	○	○	Tylsä
Ainutlaatuinen	○	○	○	○	○	○	○	Tavanomainen
Vahva	○	○	○	○	○	○	○	Heikko
Ikuinen	○	○	○	○	○	○	○	Väliaikainen
Dynaaminen	○	○	○	○	○	○	○	Muuttumaton
Mieleen painuva	○	○	○	○	○	○	○	Helppo unohtaa
Vaikea samastua	○	○	○	○	○	○	○	Helppo samastua
Saa minut vähemmän kiinnostuneeksi yrityksestä	○	○	○	○	○	○	○	Saa minut kiinnostuneemmaksi yrityksestä
Vetoava	○	○	○	○	○	○	○	Luotaantyöntävä
Omaperäinen	○	○	○	○	○	○	○	Tavanomainen
Onnistunut	○	○	○	○	○	○	○	Epäonnistunut
Aikansa elänyt	○	○	○	○	○	○	○	Tuore

[<-- Edellinen]   [Seuraava -->]

Attachment 6. Overlay matrix

Research Problem (RP)	Investigative Questions (IQs)	Theoretical Framework	Measurement Questions	Findings & Results
A customer study to assess the success of Sonera's new commercial brand identity in the Finnish market	What are the aims and implications of rebranding for a company operating in international markets?	3		6.1
	What is customers' brand awareness of Sonera's new brand?	2	3,4,5,6 (in survey)	5.2, 5.3, 6.2
	What brand image do customers have of Sonera under its new identity?	2	2,3,4,6,10 (in survey)	5.2, 5.3, 6.3
	How successful has Sonera's rebranding strategy been?	3.3	1,7,8,9,11 (in survey)	5.2, 5.3, 6.4