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The "Inside" and "Outside" Perspectives of Corporate Rebranding: A case study of Greggs Plc

A dissertation submitted in partial fulfilment of the requirements of the Royal Docks School of Business and Law, University of East London for the degree of

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Abstract

Corporate rebranding has become a popular topic for both researchers and practitioners in the few decades. When learning from some failed rebranding cases like Royal Mail, retaining and engaging both employees and consumers could be one of the keys to the success of corporate rebranding as stakeholders always show support to the brand. It is a new and seldom studied area in the academic field. To date, empirical research on the meaning of corporate rebranding to consumers and employees has received less attention. In filling this gap, this study attempted to examine the understanding of employees and consumers concerning corporate rebranding and the effect of it. More so, to know their level of involvement in the corporate rebranding process and implementation. The study was premised on the corporate rebranding process and principles and the involvement theory.

The study adopted positivism philosophy based on the theory of corporate rebranding process and principles. To evaluate the research, Greggs plc was selected since it has been undergoing a corporate rebranding in the past five years successfully by repositioning its brand into another market. Both qualitative and quantitative data were used to understand consumers and employees' feelings of corporate rebranding. This includes the focus group discussion with seven employees, semi-structured interview with a Greggs manager and a questionnaire survey disseminated to Greggs customers.

The findings revealed that the consumers and employees had a mixed perception about the rebranding strategies concerning the level of involvement and their feelings about the brand. Another result is that the brand image that Greggs is trying to achieve is not clear and most of the consumers are only loyal in terms of consumption, not to the brand which might have been caused by low level of involvement and inadequate awareness of the rebranding strategy. Some recommendations for management and future researchers were also suggested.

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Chapter 1

INTRODUCTION

1.1   Introduction

In today's evolving market, Marketers are faced with diverse challenges and this gears them up to develop strategies that keep them ahead of their competitors. One of these strategies is Corporate Rebranding. The strategy involves the creation of a new term, design, name, symbol or a combination thereof for an original brand, aimed at the development of a new differentiated position in the competitors and stakeholders mind. This is achieved by using marketing programs such as the integrated marketing communication to build awareness and to enhance employees and customers loyalty to the brand (Muzellec and Lamkin, 2006; Muzellec et al., 2003). However, Corporate Rebranding has been a double-edged sword in which some brands had been successful while others failed to be accepted by their loyal consumers (examples of failed rebranding due to logo change are shown in appendix 1).

To achieve their strategic goals, there is need for companies to capture and maintain their brand loyalty to have a sustainable business. Consequently, Marketers needs to be cautious when introducing strategic changes in order not to upset their loyal stakeholders. It is therefore imperative to have an insight into the opinions and views of employees and consumers alike concerning Corporate Rebranding and more importantly, to identify the effects and success of the rebranding process in the achievement of overall corporate goals of the company, this objective forms the basis of this study.

1.2   Background

Greggs Plc is the UK's leading bakery food-on-the-go retailer. It was founded in 1939 and had its first shop at Newcastle upon Tyne in 1951 as a traditional baker. Its headquarters is in Newcastle. The company made itself famous for bakeries and pasties till 2013.

After the company experienced two tough trading years in 2012 and 2013, Greggs Plc took the decision to rebrand from the traditional bakery services (where they

are well known but less competitive) to a food-on-the-go business in which they were experiencing sales growth. The rebranding was initiated by the Chief Executive Roger Whiteside (BBC, 2014).

Greggs Plc has over 1,850 shops, nine centres of excellence and 22,000 employees who serve millions of customers each week. Greggs Plc product strategy is to nurture and protect its market-leading reputation in long-established bakery categories adapted to food-on-the-go. At the same time, it is developing new reasons for new customers to visit Greggs by offering quality and value in the new growth areas including breakfast, balance choice and hot food. The company's vision is to become the customers' favourite for food-on-the-go by serving tasty, freshly prepared food that customers can trust, at affordable prices.

The advancement in technology has aided the changes in the way people shop and food-on-the-go eating habits have been evolving. Due to these reasons, Greggs started opening shops at retail parks, industrial estates and motorway service stations, where the customers want Greggs to be (Greggs.co.uk, 2017).

1.3   Statement of the problem

The overall success of Corporate Rebranding is a massive boost to an organisation performance while a failure could be a significant loss. Despite the enormous resources committed to the process, there seems to be more failure than successes. Sometimes, the companies spend a high budget on communicating the corporate rebranding; unfortunately, companies failed to create a unique image (Bravo et al. 2009).

Even though many scholars have investigated into rebranding, most of them focus more on the management of the rebranding process, like visual identity program and modifying employees' behaviour (Melewar et al., 2005; Gotsi and Andriopoulos, 2007; Muzellec and Lambkin, 2006 and Merrilees and Miller, 2008). However, the holistic study to focus on the consumer and employees' perspectives of corporate rebranding is lacking. Although, Andrews and Kim, 2007, examined the effect of rebranding from the consumer's perspective, still, the employees' perspectives were left out. Moreover, many of the scholars have built on Merrilees and Miller,2008 corporate rebranding theory using diverse case studies such as

financial, construction, hospitality (Lomax and Mador, 2006), sports teams (Bradbury and Catley, 2007), places (Southern,2011) and NFP organisation (Scammell, 2007).

Based on the above mentioned, this study aims to provide empirical findings of the customers and employees understanding of corporate rebranding in food-on-the-go retail sector in order to narrow the research gap.

1.4   Research aim and objectives

In narrowing the research gaps, this study attempts to explore the corporate rebranding strategies, both internally and externally. This will be done by examining the vision of Greggs Plc in alignment with the corporate rebranding achievement by basing it on the Merrilees and Miller (2008) corporate rebranding theory and principles. The level of involvement of both employees and consumers in the rebranding process and implementation are examined. More so, the effect of the corporate rebranding and involvement on both consumers and employees are analysed. This will provide a better understanding of both employees and consumers' perspectives of the brand after the makeover.

In summary, the objectives are separated into two to accomplish the holistic research in getting the internal and external perspectives towards rebranding. The objectives are:

1.4.1 Research objectives for "internal" perspective

1.   To examine the alignment of the organisational vision to the corporate rebranding achievement.

2.   To establish the level of involvement of employees in the corporate rebranding process of Greggs plc.

3.   To analyse the effect of corporate rebranding and involvement in the employee's perception of the brand.

1.4.2 Research objectives for the "external" perspectives

1.   To establish the level of involvement of the customer in the corporate rebranding process of Greggs plc.

2. To analyse the effect of corporate rebranding and involvement in the customer's perception of the brand.

1.4.3 Research questions

The main question of the research is:

What does Corporate Rebranding mean to both consumers and employees of Greggs Plc?

1.5 The significance of the study

As earlier mentioned the aspect of rebranding that had been examined is limited but interesting. Previous researches have given less attention to the food industry especially the industry that is of heritage like Greggs, which is repositioning into a new market. It will be interesting to know the opinions of both customers and employees towards corporate rebranding and to establish the extent to which organisations like Greggs involve both its employees and consumers. Moreover, food-on the-go is on the high move in the UK. It was forecasted by IGD.com (2017) that by 2022 the sector would worth £23.5bn from £17.4bn in 2017 (see appendix 2). Also, Greggs was mentioned to be one of the players in this market.

Based on this, the study will explore a new market to understand the perception of major stakeholders in this market towards corporate rebranding and the effect of rebranding on them. This study will add to the existing literature, and it will help the organisation to understand their stakeholders' thoughts about corporate rebranding and how to incorporate them in the rebranding process to achieve a successful brand image.

1.6 Scope of the study

The research focused on the current Corporate Rebranding practice undertaken by Greggs Plc. The study focused on the retail department, which are Greggs Plc shops in London and on the customers of Greggs in London.

1.7   Dissertation structure

The dissertation is split into seven chapters. The first chapter is the introduction which explains the aim and objectives of this study. The research question that will be used to guide the research is stated, and the significance of the study is explained.

The second chapter is the literature review, which gives a comprehensive review of relevant literature on corporate rebranding. Emphasis was placed on the meaning of corporate rebranding, its process, employees and consumers' perception of the strategy. The contribution of different scholars was discussed.

The third chapter is the research methodology. It elaborates on the method and techniques that will be used to collect the data that will answer the research question and to achieve the research objectives.

The fourth chapter presented the data collected and the findings while the fifth chapter demonstrated in detail the results of the collected data and cross-examined them.

The sixth chapter enlightens the discussion of the findings, conclusion which portrays the overview of the study and recommendations for the professionals with suggestion into further research.

1.8   Summary

The introduction chapter provides an outline of how the corporate rebranding research work will be carried out. It gives an idea about the corporate rebranding, aims and objectives of the research, research questions, scope of the research and the structure of the report.

Chapter 2

LITERATURE REVIEW

2.1   Introduction

In this chapter, a review of previous studies pertinent to the three objectives listed in chapter one will be accessed. In addition, a theoretical framework that illustrates the influential drivers and outcomes of effectiveness of the rebranding concept is provided.

This research will start with a brief introduction of the rebranding strategy, followed by reference to the various introduction of rebranding as defined by previous authors opinions of rebranding, the reasons for and types of rebranding. Furthermore, the principles of rebranding will be fully reviewed, relating it to employees and consumers perception in addition to their involvement towards the corporate rebranding process. Also, attempt would be made to get an insight into the creation of the brand identity and image of the firm by the stakeholders. In the last section of this chapter, some likely barriers to rebranding are mentioned.

2.2   Strategies of rebranding

Regardless of the growth in the popularity of rebranding among companies (Woon 2010), for every concept, there is always a strategy in place as a road map. Keller (2002) asserts that branding strategies vary from firm to firm due to differences in firm's structures and objectives and the same fact affects the firm's rebranding strategies which is one of the branding strategies that needs to be customised to the firm's need. This shows that there is no common formula that can be employed to address rebranding. It is conceivable that the differences may be due to differences in the organisational vision. However, Woon (2010) mentioned that many researchers still attempt to define rebranding and give some insight to marketers for solving the common problems when designing rebranding strategies.

2.3   Corporate branding and corporate rebranding

Corporate branding mostly refers to the expression and sound communication of the corporate brand, which can happen at any time (Merrilees and Miller 2008;

Balmer 2010), while corporate rebranding denotes to the change or disjunction between an originally created corporate brand and an invention (Merrilees and Miller 2008). Another definition of rebranding from Muzellec et al (2003) is the creation of a new term, design, name, symbol or the combination of them for an original brand for development of a new differentiated position in the competitors and stakeholders mind. Whereas, Muzellec and Lamkin (2006) assert rebranding as a change in firm's self -identity and an effort to change the external stakeholder's perception of the firm's image.

In summary, rebranding signifies developing or altering the image of a brand in the minds of the different targeted stakeholders. However, Hankinson and Lomax (2006) stated something different from previous studies by ascertaining that rebranding encompasses change not only in the organisational visual identity, but it may involve actual change within the organisation. These definitions were based on empirical knowledge which needed to be balanced with theories. On the contrary, Goi and Goi (2011) stated the confusion in the rebranding definition as rebranding supposed to be a continuous action which involves steps that leads to change in brand identity and brand image through a process. This continuous action mentioned by Goi and Goi may be due to the evolution of the marketplace.

2.4   Reasons for rebranding

According to Miller et al. (2014), the corporate rebranding process is classified as risky and involves considerable investment without the full assurance of success, especially where there might be a misalignment with the organisational vision. Despite this, the scale of corporate rebranding campaigns continues to increase in the twenty-first century compared to past years due to response to the external and internal organisational changes. This leads firms into creating a new corporate brand (Gotsi et al., 2008).

Stuart and Muzellec (2004) highlighted on the fact that corporate rebranding is contradictory to the standard marketing practice in branding, which is a commitment and long-term investment to a brand. Unfortunately, companies undertake corporate rebranding based on the following:

Firstly, corporate rebranding can be done due to divestiture, mergers and acquisitions which may likely cause change of name, logo or slogan to fit-in the firm's new vision.

The second reason may be due to shifts in the market place due to competitor's activities, such as new competitors, new technology, and change in the economic or legal conditions (Lomax et al., 2002).

Thirdly, the rationale may be that the firm's image may be outdated with the logo in place compared to the standard of the firm's operation. Stuart and Muzellec (2004) explained that the abstract logo may be less visible and unable to stand out from the crowd and this is mostly criticised. Based on this, firms may develop a more conspicuous logo to improve the firm's image (Gambles and Schuster, 2003).

The fourth persuasive reason for corporate rebranding is a new vision which may develop due to the appearance of a new CEO that wants to change the firm's status quo in order to rebuild another reputation for the firm that will demonstrate the CEO's commitment to the organisation, such as the case of Greggs PLC rebranding that change from bakery to food -on-the-go in the past five years (Greggs.co.uk, 2018).

Lastly, Stuart and MuZellec (2004) assert that corporate rebranding can be used to present a new socially responsible image of a firm in order to distant the firm from its social and moral image. On the contrary, Melewar et al. (2012); Vallaster and Lindgreen (2011) summarised reason for corporate rebranding as a method to improve operational competences and to augment brand relevance.

2.5   Components of rebranding

Different typologies had been provided for rebranding by various researchers. Muzellec and Lambkin (2006) use a continuum typology for rebranding which has evolutionary rebranding at the beginning and revolutionary rebranding at the end. Evolutionary rebranding is suggested to be a linear change to the rebranding elements such as slogan, logo or colour scheme (Stuart and Muzellec, 2004) while revolutionary rebranding deals more on the corporate brand concerning the combination of changes on the logo, name and slogan. The revolutionary change according, to Stuart and Muzellec, (2004) is a radical change that may redefine the

firm such as change of name, whereas, evolutionary rebranding is a gradual change over a period of some of the elements of brand aesthetics. Tevi and Otubanjo (2013) supported the view of rebranding as a continuous process to react to the external and internal environment. The evolutionary rebranding gradual change may be dependent on the rate of changes in the marketplace.

On the contrary, Daly and Moloney (2004) identify rebranding as a continuum with three categories: minor changes, intermediate changes and complete changes. Changes made to the aesthetics such as restyling, face lifting or revitalising the brand elements are the minor changes. The intermediate change relates to repositioning by using marketing tactics to favourably reposition the existing brand name through marketing communication campaigns and customer service techniques, especially to the new stakeholder. Whereas, the complete change deals more on rebuilding the brand image and values of the new brand which might have dropped in familiarity to the stakeholders due to the evolution of name. On the other hand, Daly and Moloney (2004) suggested that the familiarity can be regained by using the integrated marketing campaign to communicate with all stakeholders.

2.6   Rebranding process and principles

Lomax and Mador (2002) explained that the planning and execution of rebranding strategy must incorporate the internal stakeholder in the process as a key success factor. In support, Daly and Moloney (2004) mentioned that the employees could be involved in the method of generating a new name to motivate and get the employees committed. As well as train the employees on the new procedures and policies. Another support comes from Kaikati (2003) that suggested that firms should employ the communication and training programs to disseminate the new brand message internally and to the external stakeholder in turn, by use of promotional tools like an advertisement (Griffin, 2002).

Kaikati (2003) insisted that the rebranding process is made up of rebranding, restructuring and repositioning, but, Hatch and Schultz (2003) claim rebranding process as the interaction between the strategy, marketing and human resources management due to the complexity and time-consuming process.

On the contrary to the above, the previous study of Muzellec and Lambkin (2006) argued that rebranding consists of rebranding factors, rebranding goals and the rebranding process. This, in summary, means that the rebranding process should start with the factors that lead to rebranding, identifies the rebranding objectives and the relevance of considering the internal and external stakeholders when rebranding as illustrated in fig 1.

Fig 1: A model of the rebranding process
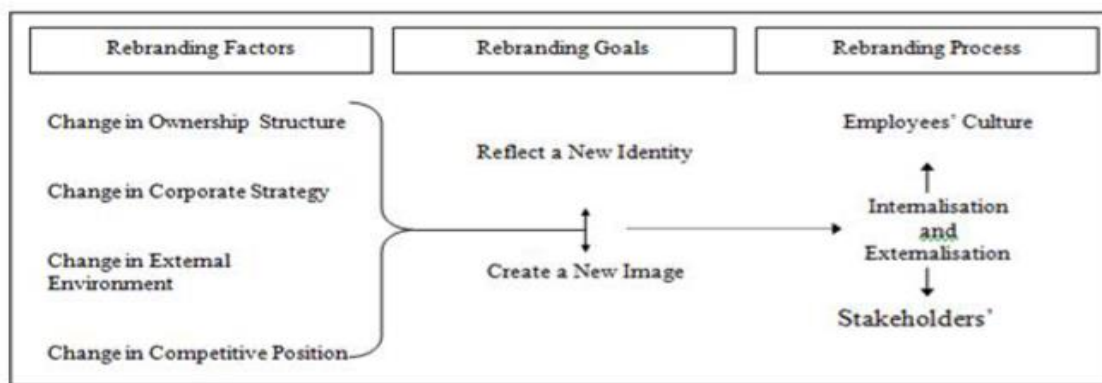
Source: Muzellec and Lambkin (2006)

Merrilees and Miller (2008) studied the four major academic case studies that contributed to the understanding of corporate rebranding. Listed below were the articles:

(i). Ewing et al. (1995) that was based on Mazda's change from durability and reliability to a more complex and differentiating set of core values in South Africa.

(ii). Schultz and Hatch (2003) article on LEGO Group development process.

(iii). Daly and Moloney (2004) article on Vodafone's takeover of Eircell (Ireland) and the rebranding of Eircell to Vodafone.

(iv). Lastly, Merrilees (2005) analysis of Canadian Tire rebranding in response to competitive pressures.

One of the limitations of the studied cases is that none of them are from the food sector and there may be a likelihood of differences in the rebranding process in these various sectors.

These articles' findings on the corporate rebranding theory were summarised into three major themes/phases. Theme 1 is the revision of the brand based on consumer's understanding to meet the consumer's existing and anticipated needs. Theme 2 is securing the commitment of major stakeholders by using internal marketing. Theme 3 is the role of marketing mix elements at the implementation stage.

The themes form a theoretical framework for corporate rebranding which will be assessed and evaluated in this study.

Merrilees and Miller (2008) sees the theory as broad and not comprehensively coded, therefore, the development of six principles were made in which Principles 1,2 and 3 were based on the process of revising of the vision. Principle 4 refers to getting the internal support to the new vision while Principles 5 and 6 deals with the implementation of the new strategy as illustrated as a table in Fig 2.

2.6.1 Principle 1

Merrilees and Miller (2008) recommend a suitable brand vision that would balance the need to satisfy the core ideology of the brand and remain relevant to the contemporary conditions for the corporate rebranding. It demonstrates that there is a benefit with strong branding and innovation. Brand leaders were encouraged to innovate from time to time for corporate sustainability.

2.6.2 Principle 2

It involves retaining at least some core or peripheral brand concepts in bridging the transformation of existing corporate brand of the revised brand. Kapferer (1997) supported the principle by suggesting that traces of the brand memory of the revised brand should not be abandoned to create the legitimacy of the brand to the consumers for acceptability.

2.6.3 Principle 3

The need to develop the corporate brand may require tapping into additional target markets or new market with different needs from the original customer base in revisioning the corporation (Kapferer, 1997). The new market reflects the evolution of the market and has the fresh focus for the contemporary brand.

2.6.4 Principle 4

Application of brand orientation through training, communication and internal marketing will generate a successful corporate rebranding. Brand orientation is when the employees take the ownership of the brand and live the brand in their daily operations (Urde, 1999); (Stuart and Muzellec, 2004); (Kaikati, 2003).

2.6.5 Principle 5

Integration and coordination of all marketing mix in alignment to the corporate brand concept when executing the corporate rebranding strategy are more likely to be successful in rebranding, and it should be implemented methodically by integrating the products or service design, customer service, relationship management and others (Merrilees and Miller, 2008). Davis and Dunn (2002) have a similar opinion while discussing how "brand touchpoints" can be operationalised.

2.6.6 Principle 6

Promotion is essential for the awareness of the revised brand as well as the non-mass media which can be added to the promotional mix. Due to the budget constraint, companies can use public relations as a comparative advantage especially when the goal is to change attitudes in rebranding. It will involve the role of employees contributing to the store experience. Moreover, non-media are assumed as an effective method to communicate the new brand to consumers (Merrilees and Miller, 2008). Beverland and Ewing (2005) suggest that branding is a two-way dialogue rather than top to bottom. Furthermore, Merrilees and Miller (2008) mentioned that it could be extended into three-way dialogue by including the staff- led initiatives.

Fig 2: Corporate rebranding principles and phases

Principle	Description	Phase
Principle 1	A balance should be created between the core ideology while at the same time progressing the brand, so it remains contemporarily relevant.	Phase 1
Principle 2	Rebranding may require some core concepts to be retained as a bridge between the old and revised brands.	Phase 1
Principle 3	Rebranding requires the organisation to meet the needs of new market segments relative to supporting existing segments	Phase 1
Principle 4	Effective corporate rebranding requires communication, training, and internal marketing.	Phase 2
Principle 5	Each element of the marketing mix needs to be aligned with the rebranding strategy.	Phase 3
Principle 6	Promotion is needed to make stakeholders aware of the revised brand	Phase 3

Adopted by u1427741 from Merrilees and Miller (2008)

2.7   Employees' involvement and perception in relation to rebranding

According to the theme 2 and principles 4 of rebranding developed by Merrilees and Miller (2008), it was stated that the commitment of the stakeholders using internal marketing is very crucial in the success of rebranding. The contemporary brand management according to Hatch and Schultz, (2001); Mitchell, (2002) and De Chernatony (2001) have shifted from traditional focus on the external stakeholders to an internally-driven approach that lays emphasis on encouraging employees to demonstrate consistent behaviour to the external branding efforts

Employees are expected to be living the brand, and the new vision of the firm needs to be reflected in their daily behaviour and action (De Chernatony and Segal-Horn, 2001; Free, 1999). The positive behaviour of employees will be an indication of long-term acceptance of the brand (Ahmed and Rafiq, 2003; Hankinson, 2004). Gotsi et al. (2008), suggest that the employees' mindset and culture are required to be moved from the previous state of mind and align with the new corporate brand value for a successful rebranding because rebranding can initiate new meaning. Nevertheless, an organised change management program to achieve the buy-in of employees must be provided to change employees' mindset (Merrilees and Miller,

2008). Although, Mintzberg, (1994) believes that introducing a change in an organisation requires time for employees to adjust their way of thinking and doing especially in an organisation where employees play a key role of dealing with customers. In addition, Zeithaml et al., (2006) assert that for an organisation to deliver a revitalised brand effectively, the recruitment, training and motivation must be in place.

Internal branding was recommended by some authors like Mitchell (2002); Moosley (2007), in creating an emotional connection between organisation and employees to develop the mindset that will mobilise the support for the brand. That means that the more employees are aware of brand changes, the more comfortable they will deliver the brand value to the customers. However, Gotsi and Andriopoulos (2007) indicate that employees often are at the receiving end of the rebranding process and this can be a pitfall because the employees may not be able to substantiate the brand promise to the consumer and it may generate a negative response. Punjaisri, and Wilson, (2007**)** mention that internal branding may influence employees' brand identification, brand commitment and employees' brand loyalty.

2.7.1 Brand identity

According to Burmann and Zeplin (2005), cultural fit can be enhanced between the employees and the organisation to have a consistent and continuous identity to increase the brand trust by employing human resource management, ethical leadership and good brand communication. The use of persuasive communication can be required by some employees before they can enact the new corporate brand, while, some want to have information on the effect of the rebranding on the way they will behave in their job (Knippenberg *et al.* 2006). Unfortunately, the misalignment of the culture concerning rebranding can weaken the employee's acceptance of the new brand and create a wrong brand identity (Gioia et al., 2000).

2.7.2 Brand commitment

Burmann and Zeplin (2005), pointed out that the willingness of the employees to put in extra effort in achieving the brand goal depends on the psychological attachment of the employees to the brand. Mitchell, (2002) added that employees' encouragement to be committed to live in the brand has been aided by the assistance of the leadership development for the rebranding process.

2.7.3 Employee brand loyalty

According to Heaton and Guzzo (2000), brand loyalty is stated to enable employees to deliver as a brand advocate of the new brand and it has an effect on consumer's experience. Where there is lack of brand loyalty, it was said that it would affect the customer's experience, reduce brand equity and share value. However, Punjaisri et al., (2009) noted that getting the loyalty of employees for a revitalised brand may be difficult during rebranding and at the same time employee's loyalty is very important as it creates an adequate response to customer's requirements.

2.8 Customers' involvement and perception in relation to rebranding

The study of the consumer perspective of rebranding is based on Merrliees and Miller (2008) rebranding theory theme 1, which addressed the revision of brands centred on the consumer's understanding, to meet the consumer's existing and anticipated needs. According to Muzzellec and Lambkin (2006), evolutionary rebranding implies change done on the logo, colour or style which is used to revitalise the brand. Customers can perceive these changes as brand modernity, and favourable attitude can be displayed (Müller et al., 2014). In addition, Roy and Sakar (2015) employed the cue utilisation theory in analysing consumer's attitude towards rebranding, it was suggested that multiple cues would create a stronger impact on the consumer mind more than a single cue, such as logo change or colour change (Anderson, 1981; Maheswaran and Chaiken, 1991). Whereas, Miyazaki et al. (2005) confirmed that multiple extrinsic cues would have a stronger effect on consumer attitudes. Although, they are not physical components of the product but may affect customer's purchase intention such as price, brand name, warranty or country of origin. Another theory used by Roy and Sakar, (2015) is the information integration theory of Anderson, (1981), that explained that the belief formed by consumers are established on the integration of the information they receive, evaluate from internal and external stimuli and later integrate with their present attitude. It was said to be common with the strongly established brand when customers based their perspective on the observed cues that are associated with the brand, for example, when the logo is redesigned, the loyalists may not like it, and this may affect the prospects of the brand (Girard et al., 2013) and it may create information irregularity.

Furthermore, Anisimova (2013), asserted that customers associate specific attributes to a brand's name, which may be of the functionality, symbolic or emotional. Based on this, Melewar et al., (2005) stated that the original brand name might evoke customer preference and the firm can build on it when undergoing evolutionary revitalisation. This is especially the case when the brand has accumulated some heritage and psychological association over time which can create emotional attachment, or when previous brand benefit can be recalled by customers (Lowrey and Shrum, 2007) ;(Kohli and LaBahnm, 1997). However, Merrilees and Miller (2008) believe that repositioning revitalisation is effectively and efficiently perceived in customer's minds while the brand progresses. On the contrary, revolutionary rebranding that involved the change of brand name may damage the customer's emotional and psychological connection with the brand, thus separating the firm from the customers (Ettenson and Knowles, 2006). The separation may cause an adverse effect on the customer's preference for the brand. For example, the rebranding of the UK's Royal Mail as Consignia cost £2.5 million, and an additional £1 million was spent to change the name back to Royal Mail since the previous brand name was cherished by the British public (Haig, 2003; Europe Intelligence Wire, 2004).

Muzellec and Lambkin (2005) established the fact discussed by several authors like de Chernatony, (1999); Ind, (2003) that customers' brand images are formed through the customer's encounter with employees. That means employees and customers must believe and understand the reason for the rebranding for the program to be successful.

According to Rosenbaum-Elliott et al., (2015) consumers' involvement is the motivational state that affects the way a consumer behaves towards making decisions, processing advertisement or when responding to persuasion. It includes how consumers' search for information and engage in the systematic processing of the information. Involvement is referred to as a continuum running from low to high. It aids in knowing different individuals' subjective perceptions of the personal relevance of a product, brand, advertisement and a purchase decision. Adner and Zemsky (2006) admitted that consumer involvement is when heterogenous customer needs are accommodated, in which firms gain competitive advantages through interacting with their customers. The interaction generates the customer's satisfaction, product evaluation, loyalty and a relationship with the firm (Auh et al.

2007). However, Lee and Lou (1995) proposed that consumer involvement in evaluating products increases the intrinsic attributes that will reduce the perceived risk of the product. On the contrary, Walsh et al. (2007) commented that in the case of a high involvement brand, consumers may have "overload confusion proneness" when confronted with more product information and alternatives which they need to process and compare. This may generate a negative attitude towards the brand and affect the brand loyalty (Walsh et al., 2007, p. 704).

Rosenbaum-Elliott et al., (2015) assert that building marketing communication is a crucial task for low involvement categories to create top-of-mind awareness in a competitive market when thinking of a product category especially for low involvement purchase decisions that do not require any information search. Whereas Ehrenberg (1974) believe that the primary route to awareness is through past behaviour that is when there is a frequent purchase of a brand and customers found it reasonably satisfactory, they can form a habit from there. However, Kim et al, (2018) recommended that a feedback-based customer involvement system, such as online brand social network and brand communities' sites, can be used for efficient knowledge-sharing platform. Besides, Kohli et al., (2002); Hem and Iversen, (2004) assert that customers' involvement in rebranding has received less attention while several studies only elaborated on the importance of customer's feedback on logo change. Based on these, customers' understanding of the reasons behind corporate rebranding, by utilising the marketing mix tactics, may build a positive brand image in the customer's mindset.

2.9   Barriers and outcome of rebranding

Basing the analysis of this study on Merrilees and Miller (2008) rebranding theory, the theory has been regarded as the phenomenon on which successful rebranding can be achieved. At the same time, there are some factors that impede the rebranding process and restrain success as noted in the review of this theory by Merrilees et al., (2013). The study identifies the five barriers as:

2.9.1 Autocratic rebranding approach

According to Gotsi and Andriopoulos (2007); (Gotsi et al., 2008), weak rebranding cases were mentioned to have been implemented by using the autocratic approach.

The corporate rebranding must have been carried out by imposing the revised brand on the stakeholders with less consultation with the stakeholders when developing the brand. The approach may be standard in firms with newly appointed CEO that want to introduce change in the firm's status quo to register their leadership.

2.9.2 Stakeholder's tension

When the key stakeholders have different interests and the organisation decides to move to a new brand orientation, causing lack of buy-in of the key stakeholders. The contrast between the brand orientation approach and the old management perspective can create the dissonance among stakeholders (Merrilees, 2005)

2.9.3 Narrow brand revision

Due to the narrow scope of the revised brand, it causes a weak outcome because it affects the revisioning of the brand, stakeholders buy-in and creates a poor implementation of the rebranding strategy. It may limit the potential of achieving a differentiated value offer (Gold and Gold, 2008).

2.9.4 Inadequate research

Boyle (2002) in the case of Shell, where Shell managers based the new branding strategy on an insufficient situational analysis in rebranding their convenience stores, does not consider customers' tendency to buy from the supermarket causing the stores to be unprofitable.

2.9.5 Inadequate customer consideration

Some weak outcomes were caused by lack of customer's consideration and preferences, like the case of New Zealand Knights brand. They left out the country of origin heritage which the fans associated with the brand during rebranding because the stakeholders perceived the new team has more foreign players than before, and this hindered the rebranding success (Bradbury and Catley, 2007).

2.10 Summary

The literature review identified and analysed the concept of corporate rebranding and the key component of the theory. The rebranding theory that was extended with six principles has been the anchor of the discussion on which the employees

and the customer's perspectives were analysed. Corporate rebranding has not got a specific definition, but it is considered as a change to the original corporate brand. The reasons for rebranding differ from firm to firm depending on the firm's strategy. Some changes may be a minor change, like new logo or slogan, and sometimes it may be a significant change of repositioning of the brand or acquisition/merging with another brand.

The study stresses the importance of employees by using the internal branding to build the brand identity for the new brand. Likewise, the understanding of the customers of the change is essential for their emotional and psychological attachment that generates the brand image. The principles explained that the internal and external buy-in of the rebranding is very crucial to the new brand and it can be achieved by employing the rebranding process suggested by Merrilees and Miller (2008) to build the awareness. Some barriers to rebranding were mentioned, and this can cause weak rebranding process and failure of the rebranding strategy.

Chapter 3

RESEARCH METHODOLOGY

3.1   Introduction

The core of this study is to evaluate and analyse the consumer and employees' opinions of Corporate Rebranding. This chapter focuses on the techniques utilised to achieve the investigation outcome. A suitable method is selected to answer the research questions and analyse the research method that will be used in attaining the objectives. The chapter will include the research philosophy, research design, research approach, collection and analysis of data. It will investigate the validity and the reliability of the data collected for the study. Also, the general credibility of the research and the limitations will be discussed.

3.2   Rationale

Stuart (2018) noted that King (1991) recognised corporate branding as the concept used by firms in sustaining a comparative advantage over competitors in the evolving economy. However, it increases the awareness of corporate rebranding as a strategy to respond to the internal and external factors that may deter the firm's growth. The past researchers such as Merrilees and Miller (2008); Daly and Moloney (2004); Stuart and Muzellec, (2004); Muzellec and Lambkin (2006); Goi and Goi (2011); Stuart (2018), wrote many articles on corporate rebranding in relation to the service sector and tried to establish the process for the concept but unfortunately, the meaning of Corporate Rebranding from consumers and employees' perspectives received less attention. Therefore, the aim of this study is to fill the gap by exploring more to understand what Corporate Rebranding means to customers and the employees. Moreover, to examine the effect of rebranding on these stakeholders by considering a company from the food retail sector that is involved in brand repositioning.

3.3   Research objectives

3.3.1 Research objectives for "internal" perspective

1. To examine the alignment of the organisational vision to the corporate rebranding achievement.
2. To establish the level of involvement of employees in the corporate rebranding process in Greggs Plc.
3. To analyse the effect of corporate rebranding and involvement on the employee's perception of the brand.

3.3.2 Research objectives for the "external" perspective

1. To establish the level of involvement of customer in the corporate rebranding process in Greggs Plc.
2. To analyse the effect of corporate rebranding and involvement on the customer's perception of the brand.

3.4   Research question

What does Corporate Rebranding mean to both consumers and employees of Greggs Plc?

3.5   Research Philosophy

According to Bryman and Bell (2007), research philosophy is a set of beliefs and expectations that guide the researchers to achieve their research aims and objectives. It mainly aids the researcher to understand the research nature and research process. Whereas, Saunders et al. (2009) related the research philosophy to the way the world is viewed, how knowledge is acquired and how it's improved. Moreover, Saunders et al. (2009) noted that the knowledge can be acquired using different approaches such as positivism, interpretivism, realism and pragmatism. The two predominant social science philosophies which are positivism and interpretivism (Collis and Hussey, 2009) are analysed in this study.

3.5.1 Positivism and interpretivism

Positivism relates to the philosophical attitude of the natural scientist (Saunders et al. 2009). The philosophy believes that people's behaviour reflects the external world (Morgan and Smircich, 1980). Positivism approach takes reality to be an independent entity. The approach expects the researcher to be independent from the research with no room to influence the subject of the research (Saunders et al., 2009).

The approach utilises highly structured methodology to facilitate replication (Gill and Johnson 2002 cited in Saunders et al., 2009). Another key motive of the positivist approach is the provision of quantifiable observations for the statistical analysis. However, Anderson (1986) claims that positivism mostly relies on certain laws, therefore, may not be the best in clarifying customer's behaviour.

On the other hand, interpretivism philosophy tends to understand the divergences between humans as a social factor (Saunders et al. 2009). The approach asserts that there is a contrast between conducting of research among people rather than objects (Saunders et al., 2009). Furthermore, the philosophy shows that people interact with the aim of creating their environment, thus, individuals can influence and be influenced by the environment. Collis and Hussey (2009), associated some methodologies to interpretivism such as ethnography, action research, hermeneutics, case studies, grounded theory and ethnicity studies.

This study will follow the positivist approach, due to the fact that the research wants to test the theories of corporate rebranding from the literature and create the development of laws for future research (Bryman & Bell, 2015). The positivist approach will give the researcher the opportunity to use various methodology procedures such as experiments, survey questionnaire and more in order to collect quantitative as well as qualitative data. Positivism will allow the recording of the phenomena in a systematic way which will allow the study and the discussion of the underlying themes that arose from data collection. The positivist approach asserts that research should be utilised to explain and assumes the genuine causes, or a single cause exists, however, Hunt (1991) advised that positivists should eschew the traditional assumptions for causality. Based on the fact that the food sector has been undercover in previous researches, assumptions cannot be made on the data,

however, the study will be tested based on the previous literature and data that will be collected through the questionnaire and interviews.

3.6   Research approach

There are two extensively used research approaches i.e. inductive and deductive, which can be developed to conduct evaluation and analysis of the research study. According to Bryman & Bell (2015), deductive theory is the main common opinion of the relationship between theory and research. Inductive research involves the theory being developed in a data-driven manner, often taking a grounded theory approach. Deductive theory is the most common approach that is aimed at testing the theory. For this research, deductive approach will be used to answer the research question. The approach will enable the researcher to collect and analyse the data while relating it to the existing literature on corporate rebranding.

Deductive approaches are generally linked with quantitative data but, Bryman and Bell (2015) argued that researchers can use quantitative, qualitative data, or both, following the deductive approach. To justify the deductive approach for this research, the researcher first of all study the existing literature and theory of the corporate rebranding and its process in organisations. Then, the researcher will collect primary data using interviews, survey and a focus group to evaluate and analyse them in a logical manner in relation to the reviewed literature. Thus, the research question and objectives will be answered with the use of deductive approach.

3.7   Research methods

The nature of the methodology chosen will depend upon the research question. The appropriate research method implemented will depend upon the research question and the research approach to produce the favourable result (Webb, 2002). According to Cian (2011), one of the characteristics of qualitative research is the use of a smaller sample and its dependence on insightful interpretation and analysis, while, the quantitative research engages a larger population sample and is more statistical in nature.

Researchers' decision on the method to utilise sometimes depend on the researcher's ability, time constraints, the research objectives and framework.

Furthermore, the mixed method approach is used by researchers seeking information about any social problem (Yin, 2003). It helps to achieve deeper understanding of the research problem, beliefs, human behaviours and experiences (Bryman and Bell, 2011).

According to Collis and Hussey (2009), data collected from qualitative method result in findings with high degree of validity, whereas quantitative data is more precise, and the findings have a high degree of reliability. In addition, a positivist attitude leads to quantitative methods and interpretivism attitude steers to qualitative.

The quantitative method built on positivism is employed to describe the corporate rebranding phenomena but is also suitable to study the research question or to examine the effect of the corporate rebranding on customers. Whereas, the qualitative method is used to draw the understanding of the employees' opinion of corporate rebranding. However, a study on perception requires individual views and ideas which the holistic presentation of it is not possible with the numerical data (Silverman, 2000).

This research is built on the research made by Santosh (2017), which utilised the mixed method for collecting and analysing the data. Face to face interview with a manager, survey and focus group will be conducted to gather primary data in order to gain insight into their interpretation of corporate rebranding phenomena.

3.8   Research design – rationale and justification

According to Saunders et al. (2012), research design is a general plan or framework of what to do to answer the research question. It includes the strategies and the blueprint for the data collection and analysis. There are three major types of research designs: the exploratory, explanatory and descriptive. The explanatory research design aim at the features of the social phenomenon, while exploratory research design is used for research problems that are in the preliminary stage of investigation (Harrison and Reilly, 2011). Descriptive research design tends to

extend the understanding of the study concerning the current status of the phenomena by filling the gaps between past researches.

In conducting an effective and logical research, the researcher selects the descriptive research design due to the fact that descriptive research design can mirror the experiences of the respondents and generate more data to evaluate in order to achieve an effective outcome. To justify the use of descriptive research design, the research used some elaborated secondary information to gain the understanding of the corporate rebranding. However, the gap in the previous researches has prompted the researcher to try to bridge it by researching another company from a different sector that is undergoing repositioning. In addition, utilising the opinions from both internal and external stakeholders to understand their perception towards corporate rebranding can effectively be achieved by using descriptive research design.

3.9   Data collection

The data collected depends on the methodological approaches selected and it contributes to the validity and the reliability of the study. According to Johnson et al., (2012) data collection assists the researcher to collect information from different valued resources and this made it the most significant part in any research. That is the reason why Knox (2011) advised that collection of data from inadequate resources may cause failure to the research study.

From this view, the researcher conducted the secondary research by gathering information and examined them in order to gain in-depth understanding of the topic. As stated by Toloie-Eshlaghy et al., (2011) a researcher must conduct secondary research and detailed understanding about the topic of the study is essential. Likewise, primary data is collected from the respondents

For this study, in-depth interview, Questionnaire and focus group were the tools used to collect the primary data in order to have an actual picture and psychological depth in lived experiences (Collis & Hussey 2009; Malhotra & Birks 2006).

The data collection was conducted in London where there is a diversity in cultures, ethnicity, lifestyle and high competition in the food sector. The study is mixed method, starting with a semi-structured interview that contains seven questions as

shown on SREC form in appendix 5 with one of the Area Managers in Greggs in order to gain a better practical understanding to the corporate rebranding concept and to relate it to the information generated from the secondary data in order to examine the first research objective. Moreover, it created the foundation to the questions that was generated for the next stage discussion with the focus group and the survey questionnaire. The focus group were seven (7) Greggs Plc staff from six shops in London and they represented the internal perspective of the corporate rebranding. The discussion was held at a round table and coordinated by the researcher with six (6) semi structured questions as shown on SREC form in appendix 5 to encourage the respondents to interact with one another and to generate more flexible answers which could bring up new ideas to achieve the last two objectives and to answer the research question. Three hours were spent for the interview and the focus group discussion. The last stage is the questionnaire survey sent to Greggs customers from which the external perception of corporate rebranding was attained. Fourteen (14) questions were generated (see SREC form in appendix 5) for 100 respondents. The first section of the questionnaire asks for biological data from respondents while the second section includes questions on corporate rebranding and its effect on the respondent. To measure the question responses, closed ended questions including a Likert scale question is used, along with one open-ended questions to generate more flexible contribution were used. The questions were disseminated through the Survey Monkey application for easy collation of data and to reach the selected respondents on time with the link generated from Survey Monkey app. All ethical guidelines were observed as per the university instructions. Likewise, the interviews and focus group discussions were audio recorded and transcribed for easy coding, data analysis and interpretation.

3.10   Sampling strategy

As earlier discussed the respondents used are Greggs staff and customers and Bryman and Bell (2015, p197) define a sample as a" segment of a population selected for investigation". However, Saunders et al. (2012) noted the difficulty in collecting data from the entire population and suggested a sample that will be a true representation of the population. There are two major techniques: probability and non- probability.

This research chooses non- probability because the characteristics and the probability of the unit selected is not known (Saunders et al., 2012). Non - probability sampling have various method such as snowball, convenience and quota sampling (Saunders et al., 2012). Convenience sampling is implemented for this research because it is claimed to be uncomplicated and less costly method of collecting data. Moreover, it is used when the respondent is required to meet certain criteria, for example, the respondents for this research is limited to Greggs customers and staff (Saunders et al. 2012).

3.11   Data analysis

In analysing the qualitative data collected for this study, the basic content analysis steps were used. To start with, the recorded data was transcribed and carefully read through with an open mind. The relevant words, phrases, sentences or sections were labelled, and this can be referred to as coding. This includes some repeated words, words that the interviewee explicitly stated as important or words that can be linked to theories.

The next step used was categorising the relevant coded materials which are identified as the theme. This process, according to Bazeley and Jackson (2013) is called open coding. These steps are repeated in order to delete the irrelevant codes and new codes were developed and labelled. Lastly, the themes are linked together and put in a hierarchy, then, connections between the themes are described and this forms the result of the study (Bryman, 2010). However, the deviation that occurs during the interviews and discussions by the respondents were not coded in order to achieve a satisfactory result. Moreover, more explanation and interpretation of the themes are elaborated in chapter four of this study.

As recommended by Frink (2008), the answers from the respondent from the survey will be descriptively analysed using similar method and style. It will transform the unprocessed data to essential data for decision making and forming proposals (Waller, 2008). The study is designed to aim at recording the samples representing the data and interpreting it as a whole population.

3.12   Reliability, validity and ethics

It is the responsibility of the researcher to ensure the ethical state of the study by making sure that the information collected from the respondents are free from bias when interpreted (Gill and Johnson, 2010). As earlier mentioned, the interviews were recorded to make sure of the validity of the data. The cognizance to the ethical obligation needed are adhered to in order to protect the interest of the respondents (Saunders et al 2000). Furthermore, the respondents were informed about the aims and the nature of the research and asked for their consent before recording the interview. Moreover, the researcher tried to verify respondent's responses to clarify the intended meaning in order to alleviate assumptions which may cause biasness. Also, the participant and consent letters were sent out along with the questionnaire to the respondents through the Survey Monkey app. The data collected from the respondent will be guided because the research is aware of the importance as stipulated in the Data Protection act.

Reliability according to Krishnan et al. (2005) means when the same data generate same kind of results after repeat testing. However, the data collected were recorded in order to contribute to the reliability of the study and also the questionnaire were collected electronically to alleviate wrong entries.

3.13   Limitations

The researcher's ability to identify and understand the weaknesses of the research will enable her to know the issues that are required to be addressed in data analysis (Collins & Hussey, 2014). The first constraint for this research is the limited time-frame allocated for the master thesis, thus, the researcher has to rely on a small sample to conduct and complete the work on time.

Secondly, the possibility to interview a manager in the marketing department of Greggs is difficult and the secondary data has to be used as an alternative.

Thirdly, transcribing of the audio recordings was time-consuming. A lot of effort was taken for proper documenting and coding of the data.

However, the researcher was able to manage these limitations and completed the dissertation within the allocated period.

Chapter 4

PRESENTATION OF FINDINGS

4.1   Introduction

After the methodological process suggested in the previous chapter for the research has been followed, the purpose of this chapter is to present the findings of the qualitative and quantitative data collected from the semi-structured interview, focus group meeting and questionnaires. The researcher used the key findings to answer the research question and to achieve the objectives of the study. The Survey Monkey application is used to generate the descriptive statistics from the questionnaire sent to Greggs customers concerning their opinion of Greggs corporate rebranding, while, the manual coding system and themes are adapted to generate the key information from the focus group discussion on their view of Greggs corporate rebranding. The interview result is more descriptive because it is used to understand the Greggs corporate rebranding concept. This is why themes are used to elaborate the findings.

4.2   Report of the interview

The interview was conducted with one of the Managers of Greggs. The semi-structured interview was used to achieve the first research objective as stated in chapter one of this study and used to assess the feedback obtained from the focus group and questionnaire survey.

The questions are generated from the corporate rebranding process and principles recommended by the Merrilees and Miller (2008). Also, coding data analysis was utilised to identify the key themes of the interview. These themes will be essential for the process of decision making, recommendation and to draw conclusion to the study.

4.2.1 Reasons for rebranding

The Corporate Rebranding process is classified as risky and involves considerable investment without the full assurance of success. There is an increase in corporate

rebranding in the twenty-first century compared to past years due to response to the external and internal organisational changes (see chapter 2.4).

The response of the interview about reasons for Greggs corporate rebranding is shown below:

> *"...to change their image and to change customer's perception of Greggs".*

> *"...to move away from the traditional bakery in which they incur losses due to high competition to food-on-the-go"*

> *"...moving to area that has consistent growth"*

This can be recognised as Greggs streamlining its operation with a new vision by changing its corporate strategy in creating a new image and identity for its brand with its stakeholders (Muzellec and Lambkin, 2006).

4.2.2 Greggs corporate rebranding process

The rebranding process is expected to start with the factors that lead to rebranding, identifies the rebranding objectives and the relevance of considering the internal and external stakeholders when rebranding. Themes were generated to achieve the rebranding concept. The themes are re-visioning of the brand based on consumer's need, using internal marketing to secure major stakeholders and utilising the marketing mix within the corporate rebranding (see chapter 2.6). The responses received for the Greggs corporate rebranding process in achieving the organisational vision were:

"I think the honest thing to say is process is getting there"

"Our business is unique, and we have a whole distribution service as well that we have to align to that new vision."

It is a huge change, that's a couple of years' worth of change"."

> *"...we set a particular part in the vision about five years ago. We're in the process of slightly altering it from "to be a winner in the food -on- the- go" to "best for the customers"" because to be a winner involves all categories of our products instead it is changed to something more realistic of giving customers the best experience".*

"We're absolutely going to lose that bakery part of the business as part of those changes, that is why some customers are not particularly happy about the change but equally, there's a whole new set of customers that are happy with that change and they suddenly recognising us"

"There was a slight change of logo colour, brighter with slightly darker orange, a slightly more vivid blue to bring it into the 21st century.

The responses demonstrate most of the process and principles of corporate rebranding mentioned earlier (see chapter 2.6). Greggs has tried to align its vision after some years to fit into a realistic and achievable objective of the corporate rebranding. Although, the company is aware of losing out on consumers of bakery, they believe in the repositioning into food -on –the- go through the continuous innovation by keeping some of the core product such as bakery for some time to bridge the gap and to retain brand memory (Kapferer, 1997).

4.2.2.1 Level of involvement

Brand orientation is when the employees take ownership of the brand and promote the brand in their daily operations. Brand orientation through training, communication and internal marketing will generate a successful rebranding. The responses to the level of involvement of the stakeholders are:

"……. awful lot of background work before rebranding was done. Most of the work is planned from Newcastle where the business centre is, but they do liaise with different areas of the business and focus on London and the south-east much more generally because, if there's a trend that is going to come, it starts here. It all begins in the south-east."

"They use customer focus groups, panels, survey customers, getting feedback from shops regularly."

"……..externally run focus groups. Where outside companies will hold focus groups with our teams so that they get that real feedback from the employees that are physically there on that front line. The idea is that we get it right"

"We have to make sure that our teams understand the reason why we're doing that so that they can give the best possible answers by supporting and training them".

The response reflected that Greggs has tried to implement some level of involvement with the employees and customers before the start of rebranding as the background work and it shows that it is a continuous exercise for the company to get it right. Also, it is required to buy-in the stakeholders for accomplishment of successful concept.

4.2.2.2 Marketing mix implementation

Integration and coordination of all marketing mix in alignment to the corporate brand concept when executing the corporate rebranding strategy is more likely to be successful in rebranding (see chapter 2.6.5). Greggs must have integrated its marketing mix to achieve a successful rebranding in so many ways. The response to this was:

"Greggs is a value brand with good quality products, and the value brand tactic are used to entice more customer to the shops to generate profits".

"We offer some number of meal deals in the store by giving away some of the margins and relying on the volume of sale."

".....following our customers into the places they're migrating to, and they're spending more of their time in and as a result of that, we keep our business going".

"We communicate with the team using launch packs, organise road shows and giving them more and more knowledge before the D -day".

"Using a multitude of methods to get information across to external stakeholders. The one that's working well for us is social media. We hold creative events to entice these bloggers, press and everyone sort of media based."

From the manager's response, it can be considered that Greggs integrates its marketing mix by offering quality and value brands for customers. Also, the brand tried to be more accessible to its consumers and implemented multimedia to

engage its consumers, most especially the social media. This indirectly reflects the type of consumers Greggs is targeting. On the other hand, Daly and Moloney (2004) suggested that the familiarity can be regained by using the integrated marketing campaign to communicate with all stakeholders.

4.2.3 Barriers of rebranding

There are some factors that impede the rebranding process and restrain success as noted in the review of this theory by Merrilees et al., (2013) (see chapter 2.9). It was asserted that branding strategies vary from firm to firm due to differences in a firm's structure and objectives and the same fact affects the firm's rebranding strategies, which is one of the branding strategies that needs to be customised to the firm's need. The response for the Greggs rebranding concept was:

> *"I would say the time frame"*

> *"Greggs is quite measured and slow regarding implementing changes; However, I think because of the type of business we have and the way our business is set up, we can't just rebrand our shops"*

> *"We have to rebrand the whole distribution to what we're doing as well, customers' rebranding as well by getting people used to it".*

The barrier mentioned above is an additional point to be considered because it was not mentioned in previous articles as a barrier, whereas, Greggs has stated that due to the nature of the business, more time is spent on the concept. The timing barrier may be a negative competitive advantage to Greggs in this evolving market in which consumers' needs keep changing.

4.3   Result of the focus group

The focus group meeting involved seven Greggs staff members, who are anonymous in their responses due to the data protection act. The response's discussions were coded under relevant themes which are used to cross-examine the feedback from the questionnaire and the manager's interview, to create the holistic understanding of the corporate rebranding.

4.3.1 Theme 1: Awareness

The respondents discussed their knowledge of the changes in Greggs as the introduction of some new product lines such as hot sandwiches, salad bowls and wedges. Also, some mentioned the store refit with seating areas, and new product packages as illustrated in the table A. That means that the more employees are aware of brand changes, the more they will comfortably deliver the brand value to the customers. This is a positive remark for the employees cognisant of changes in the workplace.

4.3.2 Theme 2: Perception

The respondent's perception about corporate rebranding was discussed in two phases:

4.3.2.1 Understanding of rebranding

The respondents' understanding of Greggs corporate rebranding and the reason for the rebranding was considered as a technique of tapping into a new market to cater for more consumers. However, another respondent says that Greggs is trying to follow the latest trend and want to compete with the big brands by building a new image. The responses are shown in table B. The responses were in line with the information that was collected from the manager's interview. It means that the employees acknowledge the new brand image from bakery to food –on- the- go.

4.3.2.2 Feelings and effects of corporate rebranding

Respondents were able to describe their feelings about the rebranding and the impact on them. The data collected shows that they are happy and proud to be part of the rebranding. Also, they were delighted to have more varieties of products to offer consumers. Moreover, they were able to take ownership of the products due to the extensive knowledge of the changes. Some of their comments are shown in table C. The positive data collected from the respondents demonstrate their buy-in into the concept, as reflected in the Manager's interview about the internal branding and engagement of employees in the concept. Nevertheless, Greggs must have implemented an organised change management program to achieve the buy-in of employees and to change their mindset for successful rebranding (Merrilees and Miller, 2008).

Fig 3: Focus group responses

Table Number	Theme	Focus group responses
A	Awareness	Person 1" Hot sandwiches and meal deals." Person 4: "Salad bowl." Person 5: "I've noticed that there weren't any seats before, but now you can eat in and have a rest and do everything. It's much better now." Person 6: "Yeah, because there are more logos at the front. There are more meal deals because that's what will attract me". Person 6: "Less bread and we been told that the bread is eventually not going to be available
B	Perception: 1. Understanding of rebranding	Person 1:" They want to move forward maybe, be more of food-to-go, hot food and more, to cater for everyone." Person 2: "They've got to compete with big brands like Subway, Pret a Manger. Because if you compare it to like Percy Ingles, they are an old-fashioned bakery, they haven't been with the times, whereas Greggs has moved with the times. They're so much more streamlined Person 3: "They're trying to change because it's a big market, to get as many customers as possible. So, if you provide salads, people think Greggs is not just sausage rolls and doughnuts".
C	2. Feelings and effect of corporate rebranding	Everyone: "Happy with the change." Everyone: "Proud to be working in Greggs." Person 2:" Every morning you feel like you want to go to work. I can say that if I go to Greggs, I like everything I do and it's because of the customers as well". Person 1: "I like it because you can speak to customers and they're much friendlier." I take ownership of the product because of information I had of it". Person 3: "selling more options to involve everybody like vegetarian food, gluten-free, balance choice sandwiches and nice environment for customers."

4.3.3 Theme 3: Involvement

The question about involvement is described in three ways:

4.3.3.1 Level of the quality of involvement

The question was asked to find out the timing of rebranding involvement. This is to find out if the employees were involved in the early stage of the rebranding, mid-stage or later stage of the concept. Firstly, out of all the seven respondents, one of them said that she was not involved while the rest confirmed their involvement at the early stages of their appointment in Greggs. The respondents confirmed the update on new lines and the knowledge received from Greggs are continuous including the training and feedback from customers' in-store. Also, one of the respondents mentioned that she gets involved late. The response from the interview confirmed the background work that is carried out in Greggs before and during rebranding. However, some employees may feel left out or not receiving enough information or receiving the information late as earlier mentioned in the discussion.

4.3.3.2 Significance of involvement

Gotsi and Andriopoulos (2007) indicate that employees are often at the receiving end of the rebranding process and this can be a pitfall because the employees may not be able to substantiate the brand promise to the consumer and it may generate a negative response. The respondents were asked if they were highly involved at the creation stage or at the process stage or implementation stage. Their responses were similar because most of them are new in Greggs. They believe they were involved at the implementation stage. However due to the continuity of the process, the respondents might have been involved in the process and implementing phase of the rebranding. Some of the responses are illustrated in table D below.

4.3.3.3 Communication

This is the evidence of the level of involvement and quality of involvement of the key stakeholders. The respondents show that they receive enough communication about the rebranding in various ways such as through their manager, "G learning training", and weekly launch pack. This means they are highly involved. These demonstrate the employees' early involvement in any new changes or new products. The responses confirmed the methods of involvement mentioned during the manager's interview. The comments made are illustrated in table E.

Fig 4: Focus group responses

Table Number	Themes	Focus group responses
D	Involvement: 1. Level of the quality of involvement 2. Significance of Involvement	Person 6: "Sometimes I think I get involved and informed, but then I'd get informed in the last minute Person 1: "No, no. I know other staff in another region are more involved than London staff". Person 7: Yes, we relay customer's feedback to our store managers." Person 1: "Yes, involve in product testing in the store." Person 3:" I explain to customers that Greggs is just trying to move forward, have more options to involve everybody." Person 6: "we are trained on the new lines "
E	3. Communication	Person 1: "I get the info from my manager. In the mornings, if he says something has to be done this way or that way." Person 7: "I'd just get all the information from my manager." Person 2: "We get information and training from G Learning." Person 4: "Through weekly launch pack."

4.4   Results of questionnaire and analysis

The questionnaire analysis is based on 14 questions in which 54 responded out of 105 selected. The 54 respondents are Greggs customers from London whose data is used to represent the whole of the Greggs customer base in the UK. The respondents include both males and females. The questions are made to answer the research question and the objectives as specified in chapter 3 of the study.

4.4.1 Respondents demographics

Table F shows the demographics of all the respondents. According to the table, 44% of the respondents are between the ages of 18-30, followed by 35% that falls between ages 31-45. The remaining are between ages of 46-60. Unfortunately, no one over 60 years old responded to the survey. The age brackets also reflect in the educational status because 66% are degree holders, followed by 23 that have higher education. 8% of the respondents are professionals and there were no pensioners as it is depicted in the age brackets. The respondents' backgrounds show that 81% of them are employed, out of which 40% of them are on the income bracket of £21,000 to £36,000 and 31% are receiving less than £11,000, while 17% earn within the range of £11,000 to £21,000. Only 6% of the respondents are unemployed. Moreover, 79% of the respondents were female while 21% are male.

This data reflects the new target market of Greggs which consists more of youth and working class. However, there is a possibility that the reason for not having pensioners and over 60's responses may be due to the online generated survey that was used.

Table F: Respondents demographics

Respondent	Age	Gender	Educational status	Employment status	Income bracket (£)
1	46-50	F	degree	employed	less than 11,000
2	18-30	F	degree	unemployed	less than 11,000
3	46-60	M	degree	employed	above 36,000
4	18-30	M	degree	unemployed	less than 11,000
5	18-30	F	degree	unemployed	less than 11,000
6	18-30	M	Higher education	employed	11,000-21,000
7	18-30	M	Higher education	employed	11,000-21,000
8	46-60	F	Higher education	employed	21,000-36,000
9	18-30	F	degree	employed	less than 11,000
10	18-30	M	degree	unemployed	less than 11,000
11	46-60	F	degree	employed	21,000-36,000
12	31-45	F	Masters	unemployed	31,000-45,000
13	31-45	F	degree	employed	21,000-36,000
14	18-30	M	Higher education	unemployed	less than 11,000
15	31-45	F	degree	employed	21,000-36,000
16	18-30	F	degree	employed	less than 11,000
17	18-30	F	degree	employed	less than 11,000
18	N/a	F	degree	employed	21,000-36,000
19	46-60	F	degree	employed	21,000-36,000
20	18-30	F	degree	employed	21,000-36000
21	31-45	M	degree	N/A	above 36000
22	31-45	F	degree	employed	11,000-21,000
23	N/a	N/A	N/A	N/A	N/A
24	31-45	F	Secondary school	employed	21,000-36,000
25	18-30	M	degree	employed	21,000-36,000
26	18-30	F	degree	employed	21,000-36,000
27	18-30	F	degree	employed	21,000-36,000
28	31-45	F	Professional	employed	21,000-36,000
29	31-45	F	Masters	employed	21,000-36,000
30	18-30	M	degree	unemployed	less than 11,000
31	46-60	F	Higher education	employed	21,000-36,000
32	31-45	F	degree	employed	less than 11,000
33	46-60	F	degree	employed	21,000-36,000
34	18-30	M	Higher education	employed	less than 11,000
35	18-30	F	degree	employed	21,000-36,000
36	31-45	F	Higher education	employed	21,000-36,000
37	31-45	F	degree	employed	above 36000
38	31-45	F	degree	employed	above 36,000
39	31-45	F	degree	employed	above 36,000
40	18-30	F	Higher education	N/A	less than 11,000
41	31-45	F	degree	employed	11,000-21,000
42	18-30	F	Higher education	unemployed	less than 11,000
43	46-60	F	degree	employed	11,000-21,000
44	18-30	F	degree	N/A	less than 11,000
45	18-30	F	degree	employed	less than 11,000
46	18-30	F	degree	employed	11,000-21,000
47	31-45	F	degree	employed	21,000-36,000
48	31-45	F	Higher education	employed	21,000-36,000
49	31-45	F	degree	employed	21,000-36,000
50	18-30	M	degree	employed	11,000-21,000
51	46-60	F	Higher education	employed	11,000-21,000
52	46-60	Heterosexual	Higher education	employed	above 36,000
53	31-45	F	Masters	employed	21,000-36,000
54	46-60	F	Secondary school	employed	N/A

4.4.2 Theme 1: Identifying consumer preferences and consumer behaviour to consumption loyalty

4.4.2.1.1 Consumer brand preference

Respondents were asked about the reason for buying from Greggs. As shown in the table G below, 68% visit Greggs for the tasty food, 49% visit for convenience and 36% visit due to the excellent services Greggs offer. 22% and 19% visit Greggs because it is close to their homes and workplace respectively. However, 11% and 8% only visit Greggs because they do not have an alternative and only when necessary. It shows that respondents three top reasons do not reflect the objectives for Greggs rebranding and does not show their loyalty to the brand**.**

Table G: Consumer preference

ANSWER CHOICES ▼		RESPONSES ▼	
▼ Convenience		49.06%	26
▼ Tasty food		67.92%	36
▼ Good service		35.85%	19
▼ Close to my home		22.64%	12
▼ Close to my workplace		18.87%	10
▼ Due to no alternative		11.32%	6
▼ Other (please specify)	Responses	1.89%	1

RESPONSES (1)   TEXT ANALYSIS   TAGS (0)

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4.4.2.1.2 Customers product preference

The respondents were asked about the products they buy from Greggs. Table H shows that 46% buy Greggs sandwiches, 33% prefer Greggs breakfast, 30% go there for cakes while 24% buy the healthy options. On the contrary, bakery and coffee receive 13% patronage respectively. The respondents suggested pastries as one of their preferences for Greggs under other suggestions. It implies that Greggs is

moving away from bakery to the food- on- the- go gradually as well as getting more awareness and preferences for the new product lines.

Table H: Customers product preference

ANSWER CHOICES	RESPONSES	
Balanced healthy options	24.07%	13
Bread	12.96%	7
Breakfast	33.33%	18
Cakes	29.63%	16
Coffee	12.96%	7
Sandwiches	46.30%	25
All of the above	18.52%	10
Other (please specify) Responses	12.96%	7

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4.4.2.2 Consumer behaviour loyalty

The participants were asked about how long they have been buying from Greggs. This question reflects their loyalty to the brand. The result in the table I shows that 36% had been patronising Greggs for the past 1-5years and 26% had been buying from Greggs between 6 to 10 years. 25% said that they had been with Greggs for more than 10years whereas only 13% are less than one year in buying from Greggs. These figures show some level of loyalty but relating it to the reasons for patronage may not show the loyalty to the brand. However, it shows that they are not new to Greggs rebranding.

Table I: Consumer behaviour loyalty

ANSWER CHOICES	RESPONSES	
Less than 1 year	13.21%	7
1 to 5 years	35.85%	19
6 to 10 years	26.42%	14
More than 10 years	24.53%	13
TOTAL		53

4.4.3 Theme 2: Perception

4.4.3.1 Brand identity and feelings

Respondents were asked a question about their awareness of the Corporate Rebranding. From table J that displays the Likert scale questions result, 43% agreed, and 19% strongly agreed of been aware of the rebranding, whereas 15% were undecided. Also, 40% agreed that they like Greggs after rebranding and 25% strongly agreed while 28% were undecided. For the visibility of the shop after rebranding, 45% agreed for good visibility of the shop while 13% strongly agreed and 36% still undecided. Respondents were asked if Greggs still sells what they want after rebranding: 47% agreed while 36% are undecided. The last question was if the respondents are proud to associate with the Greggs brand after the rebranding: 42% agreed, 13% strongly agreed while 38% were undecided. In totality, the result shows positive results for all the consumers' brand identity and feelings. However, the significant number of undecided responses may mean that they are not happy with the rebranding or does not give attention to the concept. The result from the customer preference (4.4.2.1) can be linked to the undecided responses because they may not buy-in the idea of Greggs rebranding as a competitive edge, reason being that they only buy from Greggs because of convenience, taste and good service.

Table J: Brand identity and feelings

	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
I am aware of Greggs makeover	13.21% 7	9.43% 5	15.09% 8	43.40% 23	18.87% 10	53	3.45
I like the Greggs shop after makeover	3.77% 2	3.77% 2	28.30% 15	39.62% 21	24.53% 13	53	3.77
Greggs shop is easily visible after makeover	3.77% 2	1.89% 1	35.85% 19	45.28% 24	13.21% 7	53	3.62
Greggs sells what I want after makeover	7.55% 4	1.89% 1	35.85% 19	47.17% 25	7.55% 4	53	3.45
I am proud to associate with Greggs brand after the makeover	5.66% 3	1.89% 1	37.74% 20	41.51% 22	13.21% 7	53	3.55

4.4.3.2 Awareness

Respondents were asked to note the changes they noticed in Greggs in the past five years. The result from the table K below demonstrate that 70% of the respondents are aware of the store refit and aesthetics while 45% notice the new product ranges. 17% recognise the slight change in the logo colour while 11% mention the change of slogan. However, the tangible changes that are more visible are seen more than the products offered because Greggs is service-based in nature, meaning more awareness are required for the repositioning.

Table K: Awareness

ANSWER CHOICES		RESPONSES	
Logo change		16.98%	9
Slogan change		11.32%	6
Store environment/ store structure		69.81%	37
Product ranges		45.28%	24
All the above		22.64%	12
Other (please specify)	Responses	3.77%	2

RESPONSES (2)   TEXT ANALYSIS   TAGS (0)

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None
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4.4.3.3 Brand perception

The participants were asked about their perception of the rebranding. According to table L below, 49% see Greggs as a food –on- the- go business, but this was less than 50% of the responses. 23% see it as a bakery, which means that the shop is not seen as repositioning into another market. 19% see it as a shop for the new trends that cares much about what they eat and 7% see it as a healthy food shop. Although Greggs is rebranding, the mindset of customers' needs to be changed for the achievement of the Greggs vision. Referring to theme 4.4.2.1b, the healthy option buyers are 25%, but in the respondents' perception, only 6% see Greggs as a healthy food shop. This may be that the remaining 19% do not get what they want from Greggs or do not like what Greggs offers.

Table L: Brand perception

ANSWER CHOICES		RESPONSES	
▼ As a food-on-the-go		49.06%	26
▼ As a Bakery		22.64%	12
▼ As a shop for the new trend		18.87%	10
▼ As a shop for quick hot drink		3.77%	2
▼ As a healthy food shop		5.66%	3
▼ Other (please specify)	Responses	0.00%	0
TOTAL			53

4.4.3.4 Feelings towards rebranding

It is essential to know the customer's thought about the effect of the rebranding. The responses have been positive, and this may be difficult for the company to identify the areas of consumer's dissatisfaction. From the table M, 63% believe that it is going to generate more customers, 54% think it gives more varieties of products, 39% see that it will improve services and 37% prefer a conducive environment. However, 4% believe that it will reduce customers' number. Although customers like trying new things, Greggs needed to deliver on their vision which is "best for the customers".

Table M: Feelings towards rebranding

ANSWER CHOICES	RESPONSES	
▾ Generates more customers	62.96%	34
▾ Less customers	3.70%	2
▾ More expensive products	31.48%	17
▾ More varieties of products	53.70%	29
▾ Good quality service	38.89%	21
▾ More conducive environment	37.04%	20
▾ Other (please specify) Responses	3.70%	2

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4.4.4 Theme 3: Involvement

The participants were asked if the company involved them in the rebranding concept and how. The responses are 83% said no while 17% were involved. Among the 17% that were involved, only 26% of them have given in-store feedback. 23% offered their feedback through social media while 14% used the Greggs website. Also, 5% were involved in a focus group for Greggs, and only 2% were engaged on telephone conversations (see tables N). This means that the company might have done the rebranding by involving few consumers through various communication modes, but more involvement is required to build the brand.

Table N: Involvement

ANSWER CHOICES	RESPONSES	
▾ Yes	16.67%	9
▾ No	83.33%	45

ANSWER CHOICES		RESPONSES	
▼ Social media feedback		23.26%	10
▼ Greggs website feedback		13.95%	6
▼ In-store feedback		25.58%	11
▼ Focus group		4.65%	2
▼ Email communication		0.00%	0
▼ Phone communication		2.33%	1
▼ Other (please specify)	Responses	46.51%	20

RESPONSES (20)   TEXT ANALYSIS   TAGS (0)

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In summary, this chapter demonstrates the results from the qualitative and quantitative data collected. Some of them were related to what was mentioned by some scholars concerning rebranding theory. However, the results show the understanding of the key stakeholders about corporate rebranding.

Chapter 5

RESULT OF THE FINDINGS

5.1   Introduction

This chapter aims to summarise the findings of this study. The section is designed to identify the similarities and the gaps in the findings in chapter four in relation to other scholars. The key results from the themes generated are discussed to answer the research question:

What does corporate rebranding mean to both consumers and employees of Greggs?

The summary is based on the perception of the Greggs brand, Greggs rebranding ideas and the level of involvement of the employees and consumers in accordance with the rebranding process and principles mentioned in chapter two.

5.2   Perception of corporate rebranding concerning the process and principles of rebranding

Goi and Goi (2011) stated that rebranding is a continuous action which involves steps that leads to change in brand identity and brand image through a process. The focus group and questionnaire survey recognised rebranding as changes in the activities of the Greggs brand. The focus group see it as a method of expansion into a new market to get more customers, while some see Greggs corporate rebranding as a way of following the market trend to compete with big brands like Pret a Manger, Subway etc. These responses are in line with the information reported from the interview with the Manager, stating that Greggs rebranding means repositioning to a sector that experiences more market growth and build the image and consumer's perception of the brand. Likewise, the survey results show the respondents' acceptance towards change. Moreover, some perceive Greggs as a food to go brand than a bakery. However, a substantial number of respondents were undecided as mentioned in chapter 4.4.3.1. This might show that the rebranding in Greggs does have significant meaning to these undecided respondents. Also, it is possible that they do not have the same understanding of rebranding or do not pay enough attention to the changes. It also reflects in the

respondents' visit to Greggs, that most of the undecided respondents may be the ones visiting Greggs for tasty food, convenience and good service instead of buy-in into the rebranding ideas. The interview report shows that Greggs is 50% into the corporate rebranding process and as suggested by Goi and Goi (2011) that rebranding is a continuous process, but, this reflects a gap because of the large percentage of undecided respondents on the awareness and their feelings towards the rebranding. There is an opportunity for Greggs to work more on the undecided customers by creating more brand awareness that will result in positive brand image that will give Greggs a competitive edge with the rebranding.

In addition, customers see more of the tangible changes like the aesthetics more than the brand. Greggs needs to create more awareness for the food on the go repositioning because it seems that the food consumption loyalty or customer loyalty is linked to the environment, not the brand. The interview with the Manager reflects some principles from Merrilees and Miller (2008) corporate rebranding process. Greggs has been able to follow some of the procedures like revisioning of the brand based on consumer's understanding in which Greggs has changed its vision to "best for customers". This was done to meet the consumer's existing and anticipated needs. This shows that Greggs vision is aligned with the rebranding.

The rebranding process includes the use of the marketing mix elements at the implementation stage as mentioned in chapter 2.6 and this was reflected in the interview with the Manager. Greggs offer quality food at the value price and the company follows its customers by relocating to train stations, drive-throughs on motorway, industrial centres etc instead of staying on the highstreets, which generates less returns. More so, Greggs used various communication tools to engage with both employees and consumers, for example newsletters, launch packs, posters, social media, training, road shows etc. The focus group and the customers confirmed these. The marketing mix will be suggested to be appropriately used especially the product because of the gap between the way the healthy eaters perceive Greggs rebranding is different from how Greggs sees it. According to the survey in which only 6% see Greggs as offering healthy food, while Greggs rebranding is providing some new healthy balance food both in sandwiches and pastries. This may mean that the customers are not fully aware of it or may not like the kind of healthy food that Greggs offers as depicted in table L.

The focus group and customers survey had positive comments on the effect of rebranding, but these do not help companies in knowing the areas of stakeholder's dissatisfaction to address. The interview report identifies time as having a significant effect on Greggs due to the uniqueness of their business, which involves rebranding of their supply chain and creating an effective operational system to support the rebranding. Nevertheless, Greggs needs to accomplish its rebranding within the 7-years' timeframe as stated. If not, the competitors may overtake the company, and this will be a loss in investment and rebranding failure.

5.3   Level of involvement in rebranding

From the presentation of the findings, mixed feelings were received concerning the level of involvement. Five out of seven members of the focus group were moderately involved in the rebranding process and implementation compared with some other staff in another area who are more engaged in the road shows. One of the focus group members believed that she got involved at the last minute while the other believed that she was not involved. Looking at the survey results, only 17% of the 54 respondents were involved at different levels through social media, Greggs website, email, focus group and through telephone calls. The Manager's interview report stated all these aspects of involvement but mentioned that *"the background of the work is done at Newcastle where the business centre is, but they do liaise with different areas of the business and focus on London and the south-east"*. This reflects a gap because it seems that not all employees feel the involvement, likewise, most of the respondents in London that participated in this survey mentioned they were not involved. However, the employees are happy with the change because Greggs must have helped them in changing their mindset as suggested by Zeithaml et al., (2006) that for an organisation to deliver a revitalised brand effectively, the recruitment, training and motivation must be in place. At the same time, Greggs needs to do more to turn the employees into a brand advocate through involvement.

On the other hand, the level of involvement of the customers reflects more on the age brackets of the respondents as depicted in chapter 4.4.1. 44% of the respondents are between ages 18-30, which confirms the report of the interview that says *"Greggs uses a multitude of methods to get information across to external*

stakeholders. The one that's working well for Greggs is social media ". That means Greggs relate more or perhaps target the people within this age bracket of 18-30 more. It was noted that none of the pensioners responded to this online survey. This might be a different result if collected manually. Nevertheless, Greggs trending on social media may not get all their customers involved. Instead it would be better to use other mass media channels and word of mouth to build the brand image.

According to de Chernatony, (1999); Ind, (2003) that customers' brand images are formed through the customer's encounter with employees. That means employees and customers must believe and understand the reason for the rebranding of the program to be successful. Therefore, Greggs can only build its brand image by involving both employees and customers at the right time of the rebranding process. Stuart and Muzellec, (2004) in support of the statement mentioned that brand orientation through training, communication and internal marketing will generate a successful corporate rebranding. Therefore, the Greggs rebranding that customers perceive will generate more customers but may not build brand loyalty for the brand. Instead, it may build consumption loyalty as it reflects in chapter 4 (4.4.3.4). As a result of this, Greggs needs to build brand loyalty for the corporate rebranding success through involving the employees and consumers.

Chapter 6

DISCUSSION AND CONCLUSION

6.1   Introduction

This study aims to understand the perspectives of the employees and consumers towards the corporate rebranding. The research objectives have guided this study to formulate reasonable and conclusive explanations and justifications of its findings in this chapter. Both qualitative and quantitative approaches were used to collect data to delve into the employees and consumers perspectives of corporate rebranding. The data was received from the semi-structured interview, focus group and questionnaire survey. The results were analysed, cross-examined and the key findings are discussed in this chapter to answer the research question and to fulfil the achievement of the research objectives. Also, the discussion helps to generate a conclusion and recommendation to managers and practitioners for more insight into corporate rebranding.

6.2   Discussion

The findings make some important contributions to the corporate rebranding literature. Most of the literature of corporate rebranding focuses at the multiple stakeholders "buy in" and expectations (Lomax & Mador, 2006), the rebranding process implementation (Gotsi & Andriopoulos, 2007) and weak re-visioning (Miller et al., 2013). This study adds to these previous researches by examining the understanding of the employees and consumers of the concept of corporate rebranding and their reactions to the concept.

The study reveals that the realignment of the new vision, to fit in the rebranding concept in order to achieve a successful process in satisfying the consumer's need, is crucial. This finding is in line with Merrilees and Miller (2011) corporate rebranding theme 1, that stated that revision of the brand should be based on the consumer's understanding to meet the consumer's existing and anticipated needs. However, a narrow scope of the revised brand can affect the revisioning of the brand and affect the stakeholders buy in. This can cause a weak rebranding outcome and it serves as a barrier to corporate rebranding implementation (Gold and Gold, 2008).

Corporate Rebranding is a continuous process whereby an organization responds to the dynamics in its business environment by changing its self-identity to survive and thrive. this was realised as one of the reasons for rebranding in this study. Nevertheless, Goi and Goi (2011) further explain that corporate rebranding as a continuous process will involve some steps which were stated in Merrilees and Miller (2008) as principles to guide the achievement of the rebranding and this was observed in this study.

However, the role of effective communications and involvement with the stakeholders has been a consistent theme in corporate rebranding literature. For example, independent research at the outset of the process was recognised in directing and legitimising the rebranding process. Subjectivity cannot be overruled but the early research into the consumer's needs will help to reduce it and provide a more revolutionary approach to the repositioning activities (Muzellec & Lambkin, 2006). Therefore, marketers should design an effective way of communicating and engaging their stakeholders to create more awareness for the rebranding.

The internal rebranding was observed in this study for creating an emotional connection between organisation and employees to develop the mindset that will mobilise the support for the brand, which means that the more employees are aware of brand changes, the more comfortable they will deliver the brand value to the customers. Unfortunately, in some cases, including this study, employees and consumers are often at the receiving end of the rebranding process and this can create a pitfall to the success of the rebranding. This is because the employees may not be able to substantiate the brand promise to the consumers, and at the same time, the loyal consumers are at risk of trusting the brand for their satisfaction and future purchase (Gotsi and Andriopoulos, 2007).

The results in this study support that there is a positive feeling towards corporate rebranding and their perception towards the renovated brand. The more favourable feelings towards rebranding the better the perceptions of the brand. De Charnatony (2004) indicate that positive feelings towards brand extension could be regarded as better perceptions towards the brand and this was reported in this study. In addition, Keller (1999) mentioned that successful corporate rebranding strategies could improve the perception of the brand in consumers' minds and increase the brand loyalty. Therefore, if marketers attempt to improve

their brand perception through rebranding strategies, they need to ensure that the strategies are attractive and appealing.

It was observed in this study that the existing loyal customers tends to react less favourably to the corporate rebranding, whereas, consumers who are less loyal seem to have more of a positive feeling towards rebranding. This is especially the case when the brand has accumulated some heritage and psychological association over time, which can create emotional attachment, or when previous brand benefits can be recalled by customers (Lowrey and Shrum, 2007). Moreover, people tend to establish consistency and retain everything unchanged because they prefer to maintain their current situations and minimise their perceived risk. Whereas, non-loyal customers that are only loyal to purchase seems to have more favourable feelings towards the changes. This may be because they have less attachment to the brand and they expect the rebranding to bring up new ideas or values which suits their needs. The feelings of the perceived loyal consumer can adversely affect rebranding and the marketers must be cautions of it by researching to know the extent of changes that their loyal customers can stand and try to engage the customers to buy into the concept.

The extensive use of the marketing mix appropriately to aid the corporate rebranding has added to the success of the concept. This is the fifth principle of corporate rebranding which is one of the findings in this study and it should be implemented methodically by integrating the products or service design, customer service, relationship management and others (Merrilees and Miller, 2008).

In summary, Keller (2002) asserted that branding strategies vary from firm to firm due to differences in firm's structures and objectives. The same fact affects the firm's rebranding strategies, which is one of the rebranding strategies that need to be customised to the firm's need. This is an important comment that marketers need to figure out in the rebranding process that will suit the unique brand that they have, instead of strictly following the Merrilees and Miller (2008) corporate rebranding process and principles. The process and principles can be used as a guide because in some companies, the process and principle may not be as linear as it is stated in chapter 2.

It is hoped that this discussion has contributed to the literature on corporate rebranding and has reflected on the pitfalls in corporate rebranding.

6.3   Conclusion

The study has augmented the corporate rebranding literatures by examining the understanding of corporate rebranding from both employees and consumers and cross examining the findings. The study also gives support to the moderation of the effect of brand perception and level of involvement in the corporate rebranding concept. According to the scholars, corporate rebranding does not have a specific definition, and this was shown in chapter 2 of this study. However, it can be summarised as developing or altering the image of a brand in the minds of the different targeted stakeholders (Muzellec and Lamkin, 2006).

This study brings a greater insight to the fact that corporate rebranding strategy is risky and mostly requires large investments, but it may be needed during the life cycle of an organisation (Gotsi and Andriopoulos, 2007). This is the reason why organisations see it as a strategic event or series of events, put in place for the sustainability of an organisation. Corporate rebranding is demonstrated as a continuous process where organisation responds to the dynamics in its environment through implementing changes on its self-identity in order to thrive and survive and this is carried out by revisioning in order to satisfy the need of the consumers (Amujo and Otubanjo, 2012); (Chad, 2015).

Another interesting finding is the level of involvement and the perception of the stakeholders towards corporate rebranding. It is depicted that organisation need to involve and engage their stakeholders by using the communication and training programs to disseminate the new brand message internally and to the external stakeholder in turn, by use of promotional tools like an advertisement, social media, public relation etc (Griffin, 2002), (Kaikati, 2003). From this study, it shows that there is a relationship between the stakeholder's perception of a new brand and their level of involvement during rebranding. That is, the more involved the stakeholders are, the more of the brand identity and brand image that will be established for the success of the corporate rebranding.

From the above discussion, it can be assumed that the non-loyal consumers that were after the new ideas coming up from the corporate rebranding implementation do not see any adverse effect of the rebranding compared to the loyal customers.

It means that organisations need to understand the impact that the rebranding may have on their brand loyal customers especially in a situation of repositioning which can cause consumers emotional disengagement with the brand while organisations are tapping into a new market. The transformation period can be used to help in establishing this new brand in the mindset of the loyal consumers by using integrated marketing communication (Miller et al., 2013). Rather than companies focusing on drawing the attention of the new customers, a successful rebranding strategy should also be able to retain the loyal consumers by conveying the messages that can help them to build their trust in the new brand.

To conclude, managers should plan the rebranding process carefully, take into consideration less important task that may become big in future, use the internal communication to buy-in the employees and engage the external partners by involving them in order to create awareness and to meet their needs with the corporate rebranding.

6.4   Recommendations

Based on the findings and analysis of the research, managers and practitioners are reminded to take into consideration the following when designing their rebranding strategies:

According to the findings, there were some disparities in the results after the cross examination regarding the implementation of the corporate rebranding concept. This is mostly in the area of consumers and employees' perception and their level of involvement, which is different from what the company perceived to have been achieved. This may have an effect on or affect the intention to buy as well as their loyalty to the brand.

To start with, managers should use the brand image similarities as a cue to contribute to the improvement of the brand perception by connecting some of the company's core value to the new brand for easy brand recall. More so, managers should find out the extent of changes the loyal customers can accept through involvement at the pre-rebranding stage.

In the findings it shows that both employees and majority of the customers react favourably towards the rebranding but assessing the individual remarks, it indicates that non- loyal customers tend to act positively to the change. It may be that they

are only loyal to the food, not to the brand. Therefore, managers should try to understand the expectation and the tolerance level of the brand loyal customers in creating customer satisfaction.

The above can be linked to the level of involvement of the employee and the consumers in the process of rebranding. The level of involvement and the quality of involvement is crucial in the corporate rebranding with communication to show the evidence of these levels. These can be used to change the stakeholder's mindset positively towards corporate rebranding by involving them in company's research at the early stages of rebranding, using the feedback collection system and creation of more awareness for the brand.

Due to the level of risk and large investment involved in the concept, managers must consider if the brand is worth rebranding or not. The practitioners and managers must always revisit the vision to ensure that it aligned with the corporate rebranding concept.

In addition, the timeframe apportion for the project should be adhered to, due to the evolving trends at marketplace, competitiveness and to avoid the obsoleteness of the rebranding if not completed at the stipulated period.

6.5   Further area of research

The study is a micro research that highlights the significance of corporate rebranding, but I would recommend further research on a wider scale and wider range of participants within management, staff and consumers. In addition, comparison within different sectors in relation to the value of rebranding, such as the motivation behind rebranding or the level of risk in corporate rebranding, can be studied.

Lastly, the six principles of corporate rebranding stated by Merrilees and Miller (2008) can be researched in-depth to know if it is of linear or overlap when used in different sectors.

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List of Appendices

Appendix 1: Failed rebranding companies

Source: Hardy, (2018).

Appendix 2: Food-to-go sector forecast

Food-to-go on the move to £23.5bn by 2022, IGD forecasts

Date : 09 August 2017

The UK's food-to-go sector is in rude health and will be worth £23.5bn by 2022, up from £17.4bn in 2017, according to IGD, as shoppers' preference for eating on the move shows no signs of slowing down.

IGD's food-to-go research splits the market into five segments, with the organisation's latest forecasts suggesting particularly strong growth among specialist food-to-go retailers (e.g. Greggs, Subway, Pret, EAT and Leon), which are set to overtake quick service restaurants (QSRs) to become the biggest part of the market in the next five years.

	2017 value (£bn)	2022 value (£bn)	CAGR 2017-2022 (%)
Food-to-go specialists	5.1	7.7	8.4
Quick service restaurants (QSRs)	5.4	6.3	3.4
Coffee specialists	2.9	4.2	7.4
Convenience, forecourt & other retailers	2.7	3.6	6.1
Supermarkets & hypermarkets	1.3	1.7	5.9
Total	17.4	23.5	6.2

Source: IGD.com (2017).

Appendix 3: Interview with Greggs manager

Date & Time: 13th July 14:00 hrs

Duration: 1.15.02 Minutes

Place: London, United Kingdom

Interview questions with the area manager

1. What are the reasons for Greggs rebranding?
2. Does the rebranding align with the company's vision? If yes, How?
3. Did Greggs retain at least some brand concepts to build a bridge from existing to revised corporate brand such as maintaining the key aspects of the previous operations to assist corporate rebranding?
4. How did Greggs attain the internal support/stakeholder buy-in? (Employees acceptance, Training, Communication, internal marketing, customers awareness and feedback)
5. Can you explain how Greggs integrate the elements of the marketing mix (Product, Price, Promotion and Place) to implement its rebranding to inform both internal and external stakeholders?
6. What are the barriers to the implementation of the rebranding? (Autocratic rebranding approach, stakeholders' tension, inadequate research or inadequate customer consideration)
7. What is the timeframe for the full implementation of Greggs rebranding?

Appendix 4: Focus group discussion

Candidates: 7 staff from Greggs

Date & Time: 13th July 10:00 hrs

Duration: 55:10 Minutes

Place: London, United Kingdom

Questions for the focus group

1. Did you notice any changes in Greggs in the past 5years? If yes, what are the changes? (Logo, Slogan-Tagline, Positioning/Products, Store structure, Image, Change in uniform).

2. What does Greggs rebranding mean to you and what do you think the company is trying to achieve?

3. Are you involved in the rebranding or makeover process? If not, do you know of any employees that were involved?

4. How did Greggs communicate the changes to you?

5. How do you think the changes made you feel?
6. How did the change affect your perceptions of the brand? (Are you happy with the change and ready to take ownership of its implementation).

Appendix 5: SREC application and approval

School Research Ethics Committee Application Front Sheet

Field Name	Details to complete
Student Number(s)	U1427741
Programme	MSc International Business Management
Module Code	Mk7227
Project Title	Postgraduate Dissertation
Project Supervisor/Tutor	Dr Rula Al-Abdulrazak
Please confirm if your supervisor or tutor has signed your SREC application form either digitally or electronically (Yes or No, please note that unsigned forms will be rejected)	m Yes
What form of primary data collection will your project involve?	Interview, focus group and questionnaire
SREC Reviewer Decision (**Not completed by the student**)	
SREC Reviewer Comments and Amendments Required for Resubmission (If "Minor" or "Major", **Not completed by the student**)	

Revised June 2016

Application for School Research Ethics Approval

Before completing this form, applicants should read the School Research Ethics Committee Guidance Notes 2017-18. Sections A to F of this form should not exceed 3 pages using 11pt font size.

6.5.1 1. Applicant details

Student Name: Bridget Kolawole

Student ID No: U1427741

Title of Course: Postgraduate Dissertation

Dissertation/Project Module Code: MK7227

Supervisor: Dr Rula Al-Abdulrazak

UEL Email address: u1427741@uel.ac.uk

6.5.2 2. Project details

Dissertation/Project Title: The "Inside" and "Outside" Perspectives of Corporate Rebranding: A case study of Greggs PLC.

Duration of Dissertation/Project:

From: June 2018   to: August 2018

Project Rationale: (Please provide a brief description of the project, including aims and objectives, rationale, and potential contribution to knowledge) **(Max. 200 words).**

The research aim is to have a better insight into corporate rebranding and how it is carried out in the company by getting the views of the internal and external stakeholders-employees and the consumers. The research will clarify what the consumers and employees understanding of corporate rebranding and the effect on them. The rationale of this research is that many researchers have written about rebranding in various sectors and the investigation is based mostly on either employees or consumers, whereas, this research is going to gain insight from both employees and consumers to create a greater understanding of rebranding process and principles and how it aligns with the company's objective.

Objectives of the research:

To examine how the process of corporate rebranding aligns with the organisation's vision.

To establish the level of involvement of employees and consumers in the corporate rebranding process of Greggs plc.

To analyse the effect of corporate rebranding on both consumers and employees.

The research will conduct analysis to examine, assess and evaluate the application of the corporate rebranding in relation to these objectives by applying the concept of rebranding principles based on Merrilees and Miller (2008).

The following journals will be used to have more insight into the concept of rebranding from the employees and consumers perspectives and its impact. Whereas, the structuring of the research will be done by getting more knowledge from some of the books listed below:

Anisimova, T. (2013) "Evaluating the impact of corporate brand on consumer satisfaction", *Asia Pacific Journal of Marketing and Logistics*, 25(4), pp. 561-589.

Bryman, A. and Bell, E. (2015) *Business research methods*. 4th ed. Oxford: Oxford University Press.

Collange, V. and Bonache, A. (2015) "Overcoming resistance to product rebranding", *Journal of Product & Brand Management*, 24(6), pp.621-632.

Gotsi, M., Andriopoulos, C. and Wilson, A. (2008) "Corporate re-branding: is cultural alignment the weakest link?", *Management Decision*, 46(1), pp. 46-57.

Hankinson, P. (2004) "The internal brand in leading UK charities", Journal of Product and Brand Management, 13(2), pp. 84-93.

Knapp, D. (2000) *The Brand Mindset*. New York: McGraw-Hill.

Makasi, A., Govender, K., and Madzorera, N. (2014) "Re-Branding and Its Effects on Consumer Perceptions: A Case Study of a Zimbabwean Bank", *Mediterranean Journal of Social Sciences*, 5(20) pp.2582.

Merrilees, B. and Miller, D. (2008) "Principles of corporate rebranding", *European Journal of Marketing*, 42(5/6), pp.537-552.

Muzellec, L. and Lambkin, M. (2006) "Corporate rebranding destroying, transferring or creating brand equity?", *European Journal of Marketing*, 40(7/8), pp. 803-24.

Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*. Harlow: Pearson Education Ltd.

Methodology: (Please provide a brief outline of the methodology and research methods to be used, attaching any interview schedules or questionnaires that are to be used. This must include a description of the expected sample/main participants and how this sample will be identified/participants will be selected. Also, you should include information about the precise location where the work will be carried out.) **(Max 150 words)**

The mixed method will be used to derive the reliability and objectivity of the research. The method includes qualitative research through which an interview will be conducted with one of the area managers in Gregg to comprehend the strategies used in implementing the rebranding and the details about the company's corporate rebranding to understand the practicality of the principle of rebranding written by previous researchers. A focus group will be held with six employees both old and new to the company (at least one year) to understand their views about Greggs rebranding process and the effect of the change on them. Lastly, the quantitative approach will be used to get the views of the consumer about rebranding and their expectation. Also, to find out if the rebranding will lead to brand loyalty or disloyalty. It will involve disseminating the questionnaire to target respondents.

This research will target at least 100 respondents of all genders, aged 18+ in Greater London which is the area selected for this research. The selection of the sample size will be by using the non- probability convenience sampling method due to the criteria required for respondents being customers of Greggs. The participant letter and consent letter will be attached to the disseminated questionnaire using the online survey app (Survey Monkey). The questions are open-and closed-ended and there are twelve in total. The pilot test will be carried out on the questionnaire and the interview questions with 5 Greggs customers and one Greggs shop manager in order to eradicate ambiguity. The interview will be semi-structured with four main questions and the focus group with four issues to discuss. The interview and focus group is expected to take up to 30-50 mins respectively.

3. Ethical Considerations:

3.1 Informed Consent and Anonymity (Please provide details of how informed consent is to be obtained and anonymity of participants is to be protected).

Participants will be provided with the participants' letter along with the consent form with comprehensive guide to their data protection and anonymity.

3.2 Participant Confidentiality (In order to comply with the Data Protection Act 1998, please provide details of how you will ensure the confidentiality of participants' data, particularly where audio and/or visual data is to be collected)

The electronic data will be kept safe by creating a secure password to access it on the computer and the audio recorder. The electronic and the audio recording will be deleted after six months of the completion of the study.

.3.3 Will the project/dissertation involve minors (participants under 18 years old) or other

ethically-sensitive methods/issues.

NO

If carrying out research with minors (although it is strongly advised that you do not) you must obtain parental consent and, where necessary, attach a DRB certificate (previously CRB). For further guidance please see: https://www.gov.uk/disclosure-barring-service-check/arranging-checks-as-an-employer).

3.4 Participant Withdrawal/De-Briefing protocol. Please describe briefly the protocol for participant withdrawal from the research and de-briefing of participants once the research is completed. (will participants/participant organisations be given an opportunity to ask questions at the end of the interview and/or request a copy of the final report?)

Participants will be under no obligation to complete the questionnaire. It is voluntary participation and participants can withdraw at any time without any reason. Participants are also free to express their views without any form of stereotypes or prejudice. The organisation used for the research will have the opportunity to request the final report if required.

3.5 Researcher/Participant Welfare. Will either the researcher or participants themselves be exposed to any risks or distress as a consequence of this research?

NO

If YES please provide details and complete a risk assessment form (see Appendices) (http://www.uel.ac.uk/hrservices/hs/generaliskassessments/

3.6 Will any inducement (eg. monetary or 'in kind') be offered to participants? **NO**

If YES please provide details.

3.7 Will the research involve access to 'commercially-sensitive' or 'restricted' databases? **NO**

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(You must ensure that you have the consent of any business/organisation, to access and publish excerpts from any records or information that is not normally available to the public)

If YES please provide details.

3.8 Will the research involve travel away from UEL/overseas travel   NO

If YES you will need to ensure that you have completed the Student "Permission to Travel" form available on Moodle. This form must be approved signed by the Head of School or Head of Department at the Royal Docks School of Business and Law. You may also be required to complete a separate risk assessment form, which is available here: https://uelac.sharepoint.com/staff/pages/risk-assessment.aspx

4. Data security and disposal

In order that the research is conducted in an ethical manner and that all information remain confidential in lie with the 1998 Data Protection Act, It is vital that participant confidentiality is respected and ensured. Assurances must be given to participants that personal details will be securely stored and remain anonymous.

Please confirm by ticking the relevant boxes:-

☒ Research data, codes and all identifying information to be kept in separate locked filing cabinets.

☒ Access to computer files to be restricted to the research team (normally researcher and supervisor) and accessible by password only.

☒ There will be no transfer of data to or via a third party.

☒ All electronic data will undergo secure disposal.

☒ All hardcopy data will undergo secure disposal.

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⊠ In line with the Data Protection Act (1998), **personal data** shall not be kept for longer than is necessary for that purpose or those purposes for which it was collected. In the case of UG and PG dissertations this is usually **1-2 years**, unless otherwise specified.

Please state how long **personal data** will be retained for:___6 months_____.

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5. Other Documentation check-list:

Please include the following documents with your application – please tick ☐.

Participant invitation/information letter   ☑

Relevant Consent form(s)   ☑

Assent Forms

Where applicable:

           Permission letter from host business/organisation   ☑

           Overseas Travel/Fieldwork Risk Assessment   ☐

           Interview schedule/Copy of questionnaire(s)   ☑

Is ethical clearance required from any other ethics committee?   **NO**

If YES, please state the name of the relevant committee(s)/organisation.

Declaration:

- I have read the School guidance notes about application for ethical approval. I am aware of my responsibilities and agree to abide by them.
- I agree to inform my project supervisor and the School Research Ethics Committee of any changes to the proposed programme.
- I undertake to abide by accepted ethical principles and appropriate code(s) of practice in carrying out this research.

Student Name and ID No: Bridget Kolawole   U1427741

U1427741

Student Signature:………………B.T Kolawole

Date:…19/06/2018…………………..

Supervisor/Tutor

Name:…….…..... **Dr Rula Al Abdulrazak**…………………………………………………….

Signature:………*Rula*…………………………………………

Date:…19/06/2018.

LIST OF APPENDICES

Please complete/delete forms as necessary. Please submit as one document with the application.

Appendix I   Participant(s) Information Letter

Appendix II Consent Forms

- Consent form

- Survey Questionnaire

- Focus Group and Interview questions

- Acceptance email from Greggs PLC.

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<p align="center">**APPENDIX I**</p>

<p align="center">**Participant Information Letter**</p>

Programme of Study: MSC International Business Management

Dissertation Title: Title: The "Inside" and "Outside" Perspectives of Corporate Rebranding:

A case study of Greggs PLC.

Dear Participant,

You are being invited to take part in a research study. Before you decide whether to participate, it is vital for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and ask us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

The purpose of this study is to complete my dissertation for my topic on the **"Inside" and "Outside" Perspectives of Corporate Rebranding: A case study of Greggs Plc.** The aim of this research is to identify what customers and employees think and feel about Greggs makeover.

If you are selected for an in-depth interview or participating in the focus group, these will take up to 45 and 50 minutes respectively. The survey will take only 10 minutes to complete the questionnaire which is done online. The interview, focus group and survey will be carried out in July 2018, and it will be restricted to Greggs customers and employees in Greater London.

What are the possible disadvantages or risks of taking part?

There will be no risk/ discomfort whatsoever to participants taking part in this study.

Do I have to take part?

You are under no obligation to participate in this study. If you do decide to take part, you are free to withdraw at any time without giving a reason. If you do not take part or withdraw from the study at a later date, it will not disadvantage you. Except in the case of partially completed, anonymous online questionnaires, all data related to your responses will also be safely destroyed unless you state otherwise. Submission of a partially completed or fully completed survey implies consent to participate in the study, and you will be unable to withdraw your data.

What will happen to the information?

Your participation in this study and all information collected will be kept strictly confidential following the Data Protection Act (1998). Unless otherwise indicated, all personal information and data collected will be

coded and anonymous so that you cannot be recognised from it. The collected data will be securely stored on a password-protected computer and deleted once the project/dissertation has been completed.

The results of this study will be reported as part of my postgraduate programme and may be further disseminated for scientific benefit. The results will be available to you on request.

Who should I contact for further information or if I have any problems/concerns?

Bridget Kolawole (student) and Dr Rula Al Abdulrazak

If you have any queries regarding the conduct of the programme in which you are being asked to participate, please contact:

Catherine Fieulleteau, Ethics Integrity Manager, Graduate School, EB 1.43

University of East London, Docklands Campus, London E16 2RD

(Telephone: 020 8223 6683, Email: researchethics@uel.ac.uk

APPENDIX II

CONSENT FORM

(To be used if participants who are 18 or over)

Programme of Study: MSc International Business Management

Dissertation Title. The "Inside" and "Outside" Perspectives of Corporate Rebranding: A case   study of Greggs PLC

Please tick to agree

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Participant's name:...

i. I consent to the processing of my personal information for the purposes explained to me. I understand that such information will be treated in accordance with the terms of the Data Protection Act 1998'. (*Please tick in the case of questionnaires/interviews involving the collection of data falling under the Data Protection Act 1998 definition of **'sensitive personal data'***) ☐

☐

ii. (*Please tick where **anonymous questionnaires** are used*) By taking part in this study I fully understand that 'Submission of a partially completed or fully completed questionnaire implies consent to participate in the study and that I will be unable to withdraw my data'. ☐

iii. I confirm that I have read the participant information sheet for the above study and I have been given a copy to keep. ☐

☐

iv. I understand what the study is about and I have had the opportunity to discuss with the researcher and ask questions about the study. ☐

v. The procedures involved have been explained to me. I know what my part will be in the study and how the study may affect me. ☐

vi. I understand that my involvement in this study and particular data from this research will remain strictly confidential. Only researchers involved in the study will have access to the data. ☐

☐

vii. It has been explained to me what will happen to the data once the study has been completed. ☐

Participant's signature:…………………………………………………………………….

Date:……………………

Researcher's Name:………Bridget Kolawole …………………………………………………………..

Researcher's Signature:…………B.T Kolawole ………

Date:……19/06/2018……………

Questions for the Focus Group

1. Did you notice any changes in Greggs in the past 5years? If yes, what are the changes? (Logo, Slogan-Tagline, Positioning/Products, Store structure, Image, Change in uniform).

2. What does Greggs rebranding mean to you and what do you think the company is trying to achieve?

3. Are you involved in the rebranding or makeover process? If not, do you know of any employees that were involved?

4. How did Greggs communicate the changes to you?

5. How do you think the changes made you feel?
6. How did the change affect your perceptions of the brand? (Are you happy with the change and ready to take ownership of its implementation).

Questions for the Interview with the Area manager

1. What are the reasons for Greggs rebranding?

2. Does the rebranding align with the company's vision? If yes, How?

3. Did Greggs retain at least some brand concepts to build a bridge from existing to revised corporate brand such as maintaining the key aspects of the previous operations to assist corporate rebranding?

4. How did Greggs attain the internal support/stakeholder buy-in? (Employees acceptance, Training, Communication, internal marketing, customers awareness and feedback)

5. Can you explain how Greggs integrate the elements of the marketing mix (Product, Price, Promotion and Place) to implement its rebranding to inform both internal and external stakeholders?

6. What are the barriers to the implementation of the rebranding? (Autocratic rebranding approach, stakeholders' tension, inadequate research or inadequate customer consideration)

7. What is the timeframe for the full implementation of Greggs rebranding?

Copy of acceptance email from Greggs

Subject	Re: Questionnaire draft for the focus group and interview
From	jacqueline.noronha@greggs.co.uk <jacqueline.noronha@greggs.co.uk>
To:	toly44@ymail.com <toly44@ymail.com>
Date	Tue, 5 Jun 2018 at 17:59

Hi Bridget

I have received this and in principle have received approval for you to carry out your research project based on the details you have provided. The condition is that you keep Barry in the loop so he is aware of what is going on.

Thanks
Jacqui

------- Original Message -------
Subject: Questionnaire draft for the focus group and interview
From: BRIDGET KOLAWOLE <toly44@ymail.com>
Date: 4 Jun 2018, 15:28
To: Jacqueline Noronha <jacqueline.noronha@greggs.co.uk>
Dear Jacqueline,
I attached a copy of the draft of my questionnaire that will be discussed with the focus group and for the face to face interview with the senior area manager.
Kind regards,
Bridget Kolawole.

[https://ipmcdn.avast.com/images/icons/icon-envelope-tick-round-orange-animated-no-repeat-v1.gif]<https://www.avast.com/sig-email?utm_medium=email&utm_source=link&utm_campaign=sig-email&utm_content=webmail> Virus-free. www.avast.com<https://www.avast.com/sig-email?utm_medium=email&utm_source=link&utm_campaign=sig-email&utm_content=webmail>

This email has been scanned for email related threats and delivered safely by Mimecast.
For more information please visit http://www.mimecast.com

REBRANDING QUESTIONNAIRE

You are being invited to take part in a survey. The purpose of this survey is to assist in getting customers view on the ongoing changes in Greggs PLC rebranding program. The questionnaire will take up to 10mins of your time.

1. Are you between the ages of?

☐ 18-30

☐ 31- 45

☐ 46 -55

2. I identify my gender as ………………………………….

3. What is the highest level of education you have completed?

☐ Primary school

☐ Secondary school

☐ Higher education

☐ University, degree

Others (Please specify) ------------------------------------

4. Are you:

☐ Employed

☐ Unemployed

☐ Pensioner

☐
Prefer not to say

5. What is your income bracket (per annum?)

☐ Less than £11,000

☐ £11000- £21000

☐ £21000- £360000

☐ Above £36000

6. Do you visit Greggs because of any of the following: (tick as applicable?)

☐ Convenience

☐ Tasty food

☐ Good service

☐ Close to my home

☐ Close to my workplace

☐ Due to no alternative

Others (specify)--------------------------

7. How long have you being buying from Greggs? (Tick as applicable)

☐ Less than 1year

☐ 1 to 5 years

☐ 6 to 10years

☐ More than 10 years

Greggs has been going through some makeovers in the past 5 years. I would like to know of what you think or feel about the makeover.

8. Customer's perception of Greggs PLC (Tick as applicable)

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	strongly Agree
A	I am aware of Greggs makeover					
B	I like the Greggs shop after the makeover					
C	Greggs shop is easily visible					

after the
makeover

D Greggs sell what
you want after
the makeover

E I am proud to
associate with
Greggs brand
after the
makeover

9. What are the changes you notice in Greggs in the past years? (Tick as applicable)

- [ ] Logo change
- [ ] Slogan change
- [ ] Store environment/store structure
- [ ] Product ranges
- [ ] All of the above

Others (Please specify) --------------------------------

10. How do you see Greggs PLC after the makeover?

- [ ] As a food -on- the- go
- [ ] As a Bakery
- [ ] As a shop for the new trend
- [ ] As a shop for quick hot drink
- [ ] As a healthy food shop

Others (Please specify) --

11. Do you visit Greggs for the following? (Tick as applicable)

- [ ] Balanced healthy options
- [ ] Bread
- [ ] Breakfast
- [ ] Cakes
- [ ] Coffee

☐   All of the above

Others (Please specify) ----------------------------------

12. Do you think that the makeover of Greggs would have effect on the following? (Tick as applicable)

☐   Generate more customers

☐   Less customers

☐   More expensive products

☐   More variety of products

☐   Good service quality

☐   More conducive environment

Other (Please specify) --

Customer's Involvement

13. Are you part of Greggs makeover? (If yes, please answer the next follow-up question)

☐   Yes

☐   No

14. Did you contribute to Greggs makeover through the following? (Tick as applicable)

☐   Through Social media feedback

☐   Greggs website feedback

☐   Feedback in-store

☐   Taking part in research

Others (Please specify) ---------------------------------

U1427741

Date: 23/7/18

Dear Bridget,

Student Names:	Bridget Kolawole
Student ID Number	U1427741
Project Title:	The "Inside" and "Outside" Perspectives of Corporate Rebranding: A Case Study of Greggs PLC
Project/Dissertation Module Code:	MK7227
Supervisor Name:	Rula Al-Abdulrazak

I am writing to confirm the outcome of your application to the School Research Ethics Committee (UREC), which was considered at the meeting on **11/07/2018**.

The decision made by members of the Committee is **Approve**. The Committee's response is based on the protocol described in the application form and supporting documentation. Your study has received ethical approval from the date of this letter.

Approval will be given on the understanding that the UEL Code of Good Practice in Research is adhered to.

Please ensure you retain this letter for your records.

With the Committee's best wishes for the success of this project.

U1427741

Yours sincerely,

Dr Aidan Kelly
Senior Lecturer in Marketing
Chair of School Research Ethics Committee (Business) Royal
Docks School of Business and Law

University of East London
Stratford Campus
Water Lane London
E15 4LZ

Tel: 020 8223 2965

Email: a.j.kelly@uel.ac.uk

Appendix 6: Focus group discussion transcript

Candidates: 7 staff from Greggs

Date & Time: 13th July 10:00 hrs

Duration: 55:10 Minutes

Place: London, United Kingdom

Interviewer: So, guys you are welcome to this survey this afternoon. Our topic now is about rebranding. Rebranding, as I've said is about changes that happen in organisations. To start with, I'm going to ask you a question about Greggs. Did you notice any changes in Greggs in the past five years? Did anybody see changes in Greggs?

Respondent 1: The hot food

Interviewer: The hot food

Respondent 1: The wedges, macaroni, hot sandwiches coming in. I feel like, in Barking, because I've come from Barking and Plaistow, that Barking store is a lot busier, sales are higher, and it's a lot more of the hot food they buy.

Interviewer: Hot food

Respondent 1: The meal deals, the wedges and the hot sandwiches

Interviewer: Does anyone see anything about the structure, the colour? Any new thing that Greggs is doing? Like their logo, their name? I know that they're not changing their name, they're still Greggs but when we talk about rebranding, like the colour, do you know the colour Greggs used to have before? Do you take note of it?

Respondent 1: The packaging

Interviewer: Sorry?

Respondent 1: The packaging I think is still a bit dull

Interviewer: The packaging is still dull, but it's different from what they used to have before. So, any other changes that you noticed in Greggs?

Respondent 2: Salad

Everyone: Salad

Respondent 2: The bowls that it comes in

Respondent 3: It's never full

Respondent 4: It's not good

Respondent 2: I found it, with my manager, how it's easier to do it because you're going to be standing up and customers are going to take it and go. So, everything is fine, and you can do stickers for the veggies and chicken. You're going to be

comfortable if some shops put the fork inside. I think it's better for the customer because if you open it right now and have no fork, it's confusing.

Interviewer: If I can cut you short, you know that Greggs did not use to do salad bowls before. Five years ago, there was nothing like salad bowls in Greggs, so I think that is one of those new things coming in Greggs now.

Respondent 2: Yeah but I can say what I see

Interviewer: What about the shop? Did you see the shop? You know, the old Greggs shop? Did you see what it looks like, compared to how it looks now? Because, if you look at the old shop of Greggs, it doesn't have the glass at the front like that, it doesn't have a seating area. Did you notice anything like that?

(to Respondent 5): How many years have been in Greggs?

Respondent 5: This month

Interviewer: Ok, but did you notice that the structure is different now? That you can go to Greggs and sit down, compared to what it used to be? Did you notice that?

Respondent 5: I've noticed that there weren't any seats before, but now you can eat in and have a rest and do everything. It's much better now.

Interviewer: Even the front part of Greggs, compared to what it used to be. You know, the glass, the entrance. Does it attract customers from far?

Respondent 1: Yeah because there are more logos at the front. There are more meal deals because that's what will attract me. A couple of the customers that come in won't even know about the real deal, and you have to explain it all, but them big logos and all that help. Like everybody likes a deal

Respondent 2: But some people will see this from the window, like two/ three o'clock and see the meal deal and they come in asking for it, and I say I'm sorry because I just did breakfast. There's no clear writing, so this is confusing for people as well.

Interviewer: If I may ask you, you know Greggs is well known for bakery before, most customers believe "oh if I go to Greggs, I'm going there for bread", but now they're coming for some other things. Did any customer complain about "ok, you're moving from bread now, your selling some other stuff"? Did you hear things like that from customers?

Respondent 1: In Plaistow, on Saturday

Interviewer: Yeah, they complained

Respondent 1: They've been told that the bread is eventually not going to be available

Interviewer: What do think is the reason for that?

Respondent 1: They want to move forward maybe, be more food-to-go, hot food, more, cater for everyone really

Interviewer: Why do you think we don't sell bread anymore?

Respondent 1: Probably not as famous as it used to be. They've got to compete with big brands like Subway, Pret a Manger. That's why I think they don't. Because if you compare it to like Percy Ingles, they are an old fashion bakery, they haven't been with the times, whereas Greggs has moved with the times. They're so much more streamlined.

Respondent 4: The lady in Plaistow on Saturday was saying there's nowhere else around that area for her to buy rolls of fresh bread and that she'll be distraught when it stops

Interviewer: If I may ask, does anybody know the vision of Greggs? Greggs is trying to be the winner in the "food-to-go". When we're talking about "food-to-go" we're talking about, you know, where you see Mc Donald's, where you look at Starbucks, you know, even coffee, coffee is something new in Greggs. In the olden days, I don't think they do that, so those are the things they're bringing in. It was said that Greggs is trying to move with the trend and I think you people will think that's what's keeping Greggs on the highstreets now because some shops have closed down. Ok, let's look at new changes. Do you think Greggs involves their staff when they're making these changes?

Respondent 1: When they're making changes?

Interviewer: Yes, do they involve their staff?

Respondent 1: Sometimes I think I get involved and informed, but then I'd get informed in the last minute

Interviewer: Do they come around and ask "oh, should we use this colour, or should we do it this way?"

Respondent 1: No, no

Interviewer: But in recent news, was it last week? Talking about Greggs going to a food show, using another name. Do you think this is considered being an undercover? Is that not the way of involving staff in doing their work?

Respondent 1: I think that's just proving a point. It's brilliant the way they did it

Interviewer: Did everyone see that?

Respondent 3: No, I didn't

Respondent 1: People turn their nose, up don't they?

Interviewer: Talk us through it

Respondent 1: There was a food fair, I don't know where it was

Interviewer: It's in central London

Respondent 1: And so, like foodies went who've never stepped foot in Greggs. Greggs packaged their goods and sold their products, and people were trying it, and they loved it. When they told them it was Greggs, they were like "Oh my God, I'd never think it would come from Greggs."

Interviewer: What do you think they're trying to do there?

Respondent 1: To show other people that their food is just as good as the other brands on the high streets they might go to, who they might think are better than Greggs

Interviewer: Don't you think they're trying to involve the customers in getting the feedback on how to move? On how to give their customers better food?

Respondent 1: They're trying to change because it's a big market, so you want to get as many customers as possible. So, if you provide salads, people think Greggs is just sausage rolls and doughnuts

Interviewer: If a customer comes to your shop and complains about bread, that "oh we can't get our bread anymore that Greggs used to do", how do you react to it? Do you explain to them?

Respondent 3: I explain to them that Greggs is just trying to move forward, have more options to involve everybody. She didn't want to know what I was saying; she just wanted to see that she could come and get my bread every day.

Interviewer: So, now that we're in this Greggs shop, with a nice look, with various products around you, all the healthy food, are you proud to be working in Greggs? Are you proud to be part of the rebranding?

Respondent 1: Yes

Interviewer: Because some people, when they stand behind the counters, they're ashamed to be behind the counters but are you there to speak to customers about Greggs, to buy in, to be part of what Greggs is doing?

Everyone: Yes

Interviewer: Do you do that with your customers?

Respondent 2: From my experience, coming to this country like 15 years ago and I've had many different jobs, and absolutely it's not like the coffee shop or working in pubs, hotel, restaurant, yeah everywhere, and when it comes to Greggs, I'm a manager, this is the position I like because you can speak to customers and they're much friendlier and love talking to you about life. Like, old people come in and say "oh, it's my birthday today", and nobody told her happy birthday. Every morning you feel like you want to go to work. I can say that if I go to Greggs, I like everything I do and it's because of the customers as well.

Respondent 1: You want to give that little bit, extra don't you? Because for me, everybody that comes, especially the elderly, we get a lot of elderly at the moment, and to me, they like a little chat. If I'm not busy, I can make a little time

for them. If I'm not busy, I stand and have a conversation because to me; I think that I can be the only person they're talking to for the day and I help them out, out their things in their trolley. It is all about the customer; it's not about us, it's about the customer.

Respondent 2: In the busy time, we try and do that as well

Respondent 1: I'm not just saying this because I'm in Greggs, but when you go to Costa or Starbucks, they're not as friendly as if you go into a Greggs shop

Respondent 3: Yeah, I agree with that 100%

Respondent 1: Greggs workers are friendlier than the other shops. In the other shops, there's no "good morning" or "how are you?" You're not trying to entice them to come back. I'm not coming back anyway because your stuff is too expensive. If I go into a shop and someone is not engaging with me, I'd think I'm not coming back to you because you're rude. If no one is engaging with me, why am I coming back anyway?

Interviewer: So, in summary, what you're trying to say now is that engaging with customers brings brand loyalty, so they'd want to come back to get more?

Respondent 1: Yeah that's right because you will go back

Interviewer: And also, you can get some feedback from Greggs, remember? Because when they come in and say "oh, I don't like this" or "oh, you should have done it this way", you get more feedback from them

Respondent 1: And we can relay it back to our store managers when we go to our area

Interviewer: Ok, our last question, because of our time, is about communications. How does Greggs communicate with you? Maybe when they're changing things, how do they communicate with you? Is it through training? Is it through your manager? Just verbal?

Respondent 1: I get the info from my manager. In the mornings, if he says something has to be done this way or that way, I'd get all the information from my manager

Interviewer: There's nothing like all those pieces of paper around that gives you an idea of what is going on?

Respondent 3: No

Respondent 1: In the morning shifts I usually get the paper

Respondent 4: Like new sandwiches are coming, so my manager told me, and I had to tell others

Interviewer: So, you're getting enough training from Greggs?

Respondent 4: Yeah

Interviewer: Concerning all their new rebranding?

Respondent 4: When the training, we have to jump on G Learning and do some of that. We'll use like twenty minutes; it's not long

Interviewer: It's not long

Respondent 4: But sometimes we do it on G Learning

Interviewer: So, you're able to put that in your task when you're working behind the kiosk? You were able to use all that you've learnt on G Learning? You were able to put them into practice when you were working out there?

Interviewer: who knows what's happening this week?

Respondent 1: New salad?

Respondent 2: Yeah, from Thursday

Respondent 2: I think this is so complicated

Interviewer: Who doesn't know what's happening this week?

Respondent 1: I don't know (laughs)

Everyone: (laughs)

Respondent 2: No, I don't

Interviewer: Thank you so much, that means we are getting enough information from Greggs, Greggs is communicating with us every time about any new change coming up, and, we're getting enough training from Greggs, we're also meant to be passing this training along to customers. So, I appreciate your contributions, thank you so much. The only bit of it is that I couldn't get enough because most of us are new staff in Greggs. But notwithstanding, I appreciate the little contributions I've received. Thank you.