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## FACULTY OF COMMERCE

## DEPARTMENT OF RETAIL AND LOGISTICS MANAGEMENT

# Effectiveness of Rebranding as a survival strategy. A case study of Powersales, Fort Street (Bulawayo).

By

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This Dissertation is submitted to Midlands State University in Partial Fulfilment of the Honours Degree in Retail and Logistics Management.

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## DECLARATION

I, Patience Vongai Mavondo do hereby declare that the contents of this dissertation are my own work done in fulfilment of my degree programme. The information provided in this document has not yet been submitted for any academic purposes.

Signed …………………………………….

Date …………………………………….

## APPROVAL FORM

The undersigned certify that they have supervised the student Patience.V.Mavondo's dissertation entitled "Effectiveness of Rebranding as a survival strategy. A case study of Powersales, Fort Street (Bulawayo)" in fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Retail and Logistics Management at Midlands State University.

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Supervisor Date

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Chairperson Date

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External examiner Date

## DEDICATION

This dissertation is dedicated to my family and friends for their financial, moral and spiritual support throughout my journey.

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I would like to express my utmost gratitude to everyone who assisted in the construction of this dissertation. Firstly I would like to express my sincere appreciation to my supervisor Mrs.B.Marufu for her continous support and encouragement throughout. It would not have been possible without her assistance and remarkable insights and suggestions.

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# ABSTRACT

The aim of the research was to assess the effectiveness of rebranding as a survival strategy and a case study of Powersales Fort Street Bulawayo was used. The research was set on three objectives which are to assess the effects of corporate renaming on competitiveness of an organization, to examine the impact of corporate colours on overall store image and to assess the effect of logo changes on consumer perceptions. The background of the study, research questions and statement of the problem were illustrated in the first chapter. The second chapter reviewed the views of authors pertaining to the effectiveness of rebranding. Petburikul (2009), postulates that a change in corporate name increases the renamed organizations market value. Alva (2006), highlighted that colour is of great importance in creative a positive store image as it acts as a "silent salesperson". With regards to effects of logo changes on consumer perceptions, Alshebil (2007), cites that logo changes make potential customers excited and interested in knowing more about what the rebranding brings with it. The third chapter reflected the target population and sample size. The target population was two hundred and sixty. A sample size of 38% was used bringing the sample size to one hundred. This was significant for generalizing the findings as it was above the 10% minimum sample size benchmark put forward by Bruce (2001). Questionnaires, interviews and observations were used as research instruments. In the fourth chapter, the findings revealed that majority of the respondents viewed the brand as outdated and were of the opinion that Powersales should consider renaming. Colours currently being used by Powersales which are red and yellow were viewed as welcoming and customer friendly hence have a positive impact on the store image. The findings also revealed that majority of respondents were not familiar with Powersales logo. In the final chapter, summary, conclusions and recommendations were drawn. Powersales needs to consider renaming to PEP as majority of its customers already view it as PEP and are slowly detaching themselves from the name Powersales after it changed its product brands and merchandizing principles to match those of its sister company PEP stores. The clothing retailer should also consider changing its logo shape and colours to make it more attractive and appealing and catch the customers' eye as majority of customers are clueless about Powersales current logo.

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# CHAPTER ONE

# GENERAL INTRODUCTION

## 1.0 Introduction

In this highly competitive retail environment it has become important for retailers to establish a variety of strategies to enhance their survival on the market place. Rebranding is one of the key factors that retailers have to put into consideration to revive a brand that is losing its place in the market place. Rebranding strategies which include changing visual brand elements like color, logo, brand name and outward appearance (renovating) enable retailers to revitalize and reinforce their brands, creating new brand association and thus inducing customers purchase intentions. This research will focus on the impact of rebranding to an organization. It will define rebranding strategies which are used by retailers and their effectiveness

## 1.1 Background of the Study

In Zimbabwe, retail sector rebranding is a key phenomenon that contributes to the effective competitive edge of the organization. Korakoj and Petburikul (2009), cite that rebranding has emerged as a top management priority in the last decade due to the growing realization that brands are one of the most valuable intangible assets that firms have. Korakoj and Petburikul (2009),state that in order to keep with fierce competition companies may seek to transform their business due to changing business directions. This change contributes to the company's survival thus rebranding is necessary strategy that can enhance a new company image in order to make customers confident about the business. Due to intense competition in the retail sector, many retailers have managed to take up several survival strategies in order to minimize negative impacts to their businesses. One of the strategies that they have put into great use is the rebranding strategy. Muzellec and Lambkin (2003), state that rising competition has forced many retailers to go for a strategic cooperate makeover. In recent years rebranding has become a main concern for most retailers as it has proven to create a more logic approach to competition. When the liabilities of a firm start to become greater than assets, this is an indication that there is change/changes in market trends. As lifestyles change and new competition enter the market, brand attributes that were once important in purchase decision may become inappropriate. Muzellec and Lambkin (2006) define rebranding as,“a marketing strategy in which a name, term, symbol, design or combination is created for an established brand with the intention of developing a new, differentiated identity in the minds of consumers, investors and competitors”.

Powersales is one of the oldest clothing retailers in Zimbabwe focusing particularly on clothing. It is known for selling a wide range of products from women’s wear, kids wear, men’s wear, stationery and toys amongst other things. The retailer has however been facing a number of problems over the years. The Daily News 30 August 2012 noted that the retailer shut down a number of its branches that it considered non profitable. A number of workers had to be retrenched and profitability of Powersales dropped drastically during this period. Powersales also experienced problems associated with the manner in which its image was perceived. This is due to the fact that it was viewed as providing inferior and substandard merchandise compared to its competitors in the market. A lot of customers were lost as the retailers customers opted for substitutes provided by the informal sector particularly flea markets who sold merchandise of better quality at relatively lower prices than Powersales.The intensity of competition over the past years of operation in the retail industry has been increased. Powersales has tried to embed a culture of continuously improving its operations so as to provide better quality and services to its customers. Rebranding can be used as a strategy of developing and enhancing customer traffic and thereby creating satisfied customers who will buy additional merchandise from the firm.

In an attempt to overcome these negative effects, the retailer decided to rebrand so as to withstand competition and regain its market share. Powersales was then rebranded, the clothing retailer did so by restructuring its operations. This included changing store layout, changing product brands and labels and also changing merchandizing principles. The main objective was to phase out old brands and labels and make way for the new so as to satisfy changing customer needs and preferences. Chronicle 25 November 2011 also stated that Powersales decision to rebrand was so as to improve store layouts and introduce merchandizing that would make shopping easier and more customers friendly. Ranges introduced were meant to provide excellent value for money with well-priced and quality assortments. The organizations efforts to rebrand were so their operations would match those of their sister company PEP. This was meant to revive the retailer such that consumers could detach their views of the organization being a sinking ship and associate it with a new set of positive perceptions.

### 1.2Statement of the Problem.

In today's highly competitive business environment it is essential for retailers to rejuvenate their brands from time to time (Alshebil 2007). This is so as to enhance and improve their impact and freshness in the market place as failure to do so will lead to failure to compete well with competitors in the same industry. This research therefore seeks to assess the rebranding elements that Powersales can employ in order to improve its image and enhance its survival in the market place.

### 1.3 Research Objectives.

1. To assess the effects of corporate renaming on competitiveness of an organization.
2. To examine impact of corporate colors on overall store image.
3. To assess the effect of logo changes on consumer perceptions.

### 1.4 Research Questions

1. What are the effects of corporate renaming on an organization's competitiveness?
2. What impact do corporate colours have on overall store image?
3. What are the effects of logo changes on consumer perceptions?

### 1.5 Justification/ Significance

To the researcher.

- Having to carry this research project, the researcher gained experience on carrying out a detailed research hence this serve as a good foundation for future work.
- The research project was done in partial fulfilment of the Bachelor of commerce (Hons) degree in Retail and Logistics Management hence will enable the researcher to attain her academic objective.

To the organization.

- The research project provides information on how best retailers can use rebranding as a survival strategy.
- The marketing information from the research can be used as a basis for improvements.
- Some loopholes in the strategies were exposed so that a course of action could be taken.

To the public.

- This research project will help other students in their research work, especially those who will be interested in the same subject.
- This research aided in providing remedies that will enhance satisfaction of customers.
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### 1.6 Delimitations

- The study is limited to Powersales, Fort street in Bulawayo.
- The research focused on corporate name change, change of corporate logos and colors used by the organization.
- The research will involve employees and customers of Powersales, Fort street.
- 100 respondents made up the sample size.
- It was difficult to get hold of managers due to their tight schedules but however meetings were set so as to enable the collection of data.

## 1.7 Assumptions

- The researcher assumed that respondents would be able to provide accurate and valid information.
- The researcher will get favorable cooperation from proposed respondents.
- The researcher assumes that the findings attained will apply to most retailers.
- The researcher also assumes that the limitations that will be encountered will not affect the validity of the research.

## 1.8 Limitations

- Due to confidentiality some of the information which was vital for the project could not be disclosed and hence the researcher issued the organization with a letter to show that information retrieved would be used for academic purposes strictly.
- The research was carried out while at the same time doing studies, however the researcher apportioned time and effort to the two accordingly.

## 1.9 Definition of Terms

**Rebranding-**Muzellec and Lambkin (2006), define rebranding as a marketing strategy in which a name, term, symbol, design or combination is created for an established brand with the intention of developing a new, differentiated identity in the minds of consumers, investors and competitors.

**Customer**- refers to a person or party that consumes or receives goods and services. A customer has the ability to choose between different products and suppliers.

**Strategy**- can be defined as a plan developed to help an organization achieve its vision. In this research it is about attaining and maintaining a positive position over competitors.

**Competition**- is the rivalry among sellers or organizations in a bid to goals such as increasing profits, sales volumes and market share. In this research it refers to entities that have similar goods and services as those of Powersales.

### 1.10 Summary

This chapter's main focus was to introduce the research. It focused on the research topic and statement of the problem which basically highlights the purpose of the research. The chapter also highlights the significance of the study and justifies how the study will benefit the researcher herself, the organization itself and the general public. Objectives and research questions were also drawn and highlighted in this chapter. The second chapter will critically review what other authors and writers say about rebranding and its effects on survival of organizations.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

Instead of focusing on pricing strategies and product offerings as major determinants of organizational success, retailers are now putting more efforts in establishing other ways of ensuring their long term survival in this highly competitive business environment. According to Alshebil (2007), organizations are now focusing on rejuvenating and revitalizing their brands. Rebranding plays a great role in helping organizations to create a positive image in order to influence the purchase decisions of consumers so as to increase sales and profitability which is a major variable that determines the survival of the organization. In this chapter, the researcher will critically evaluate information and views of other researchers and writers on the concept of rebranding and how the information relates to the study.

## 2.1 Effects of corporate renaming on competitiveness of an organization

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### 2.1.1 Rebranding Defined

There are extensive discussions on rebranding in different forms and natures in literature. Muzellec and Lambkin (2006), define rebranding as a marketing strategy in which a name, term, symbol, design or combination is created for an established brand with the intention of developing a new, differentiated in the minds of stakeholders. Alshebil (2007), defined rebranding as repositioning, revitalizing or rejuvenating a brand. Muzellec and Lambkin (2006), suggest that minor changes on slogans and organizational logos can be classified as evolutionary rebranding whereas changes that are complete characterized by creating new names can be classified as revolutionary rebranding. Stuart and Muzellec (2004), are of the opinion that rebranding can be achieved with changes of brand identity, which can be categorized into three main types which are the name, slogan and logo changes. From the above it can be noted that rebranding involves changing any of the brand elements of an organization in such a way that the brand is repositioned in the minds of stakeholders and viewed as different from what it was before.

Keller(1999) in Tang (2009), state that rebranding strategies can be viewed as strategies to reposition a brand without destroying already existing brand loyalty. Daly and Moloney (2004), further went on to cite that rebranding can be grouped in three categories depending on the degree of change. They state that the first stage is minor changes (Aesthetics), second stage is intermediate changes(Reposition) and thirdly complete change(Rebranding). Juntunen et al (2009), also goes on to state that rebranding can be assessed in two ways. Firstly it is related to changes in the visual identity of an organization, that is to say changing the logo and name of the organization. Juntunen et al (2009), further state the second part relates to changes in the internal processes of the organization. These include changing corporate values and participation by employees within the organization. It can thus be noted that from the above that changing the visual identity of an organization creates a differentiated and set of new perceptions about an organization and hence positively affect an organization that would have lost its place and will be trying to revive itself. This is due to the fact that in order for customers to be affiliated with the internal affairs of an organization they need to be able to identify the organization visually first.

Merrilees and Millers (2008), suggest that when rebranding, some of the core concepts of the brand should be unchanged so that there is a connection between the initial brand image and newly created brand image. This is important as it ensures that stakeholders can still identify the brand even after it has rebranded. A connection is important between the old and renamed brand to ensure that brand loyalty is maintained. Tang (2009), goes on to state that marketers should consider their target customers and their characteristics when designing strategies to rebrand as some customer characteristics affect and influence customers perceptions of the rebranded organization. Keller (1999) in Tang (2009), postulate that rebranding when done successfully can help improve customer based brand equity by increasing the frequency and rate of quantities purchased. Andrew and Kim (2007), in their study show that there are improvements on brand image and attitude towards the brand when consumers perceptions of the rebranding strategy are favourable or positive. It can thus be noted that it is important for an organization’s marketers to ensure that stakeholders hold favourable associations of the rebranding strategies before actually employing them as failure to do so will bring adverse results for the after the organization has rebranded.

Singh et al (2012), are of opinion that rebranding is important in order for customers and potential customers to view a brand as one of their top choices. They further state that merely claiming using words does not benefit a brand but rather using rebranding as a strategy will force the organization to strive to establish and maintain the new image it will be striving to communicate to stakeholders. Chernatony et al (2014), cite that in order for a brand to survive over time, it is necessary to adjust some of its brand elements so that they are continually in line with customer preference. Singh et al (2012), further go on to say that competition influences the decision by many organizations to rebrand. The decision to rebrand pushes an organization to strive and work harder in order to ensure that stakeholders clearly see their new image. This is to say if an organization changes its name in such a way the name suggests superiority, the organization will then have to ensure that everything about itself becomes of superior quality and value.

Gunelius (2013), looked at rebranding from a different angle and suggested that rebranding can appear in two forms. It can either be reactive or proactive. She further states that proactive rebranding takes place when an organization wants to exploit opportunities in the future. Reactive rebranding on the other hand takes place when something happens and the organization reacts to that event. Bahl et al (2007), postulate that there are two schools of thought when it comes to determining the importance of rebranding. The first school of thought is that rebranding is important as it is vital to evolve a brand so that meets consumers' ever changing needs. This makes rebranding an important determinant of the success of a business. The second school of thought is in total divergence of the first one as it states that rebranding should be avoided it all costs. Bahl et al (2007), further goes on to say that this second school of thought bases its argument on the fact that if brands like Coca Cola and Gillett can still be market leaders since the 1920s then rebranding is not necessary. Haig (2003) in Tang (2009) supports this second school of thought. This is so because he maintains that customers do not always support changes made to brands and if they feel the core values of the brands have been lost after rebranding, they will react negatively. As can be deduced from the above there are a number of converging and diverging views on the definition of rebranding. Therefore for the purpose of this study, rebranding will be viewed as a change in the brand's visual elements (logo, colours and corporate name) so as to create a different set of perceptions and reposition a brand in the minds of stakeholders.

### 2.1.2 Effects of corporate renaming

Petburikul (2009), states that due to changes in society and modern brands, consumer's perceptions towards are brands are changing. Rebranding thus becomes necessary in building confidence to consumers as it leads to creating a new business image. Petburikul (2009), further states there is a need for companies to transform their businesses in order to keep up with increasing competition. Muzellec and Lambkin (2006), define rebranding as the practice of building a new name of a differentiated position in the mind of stakeholders and an identity that is distinct from competitors. Muzellec and Lambkin (2006), go on to state that a brand has an influence on customer's perceptions and image of the brand. McCabe (2006), cites that the brand name acts as a means by which the company communicates to its stakeholders.

However Brown (2009) stipulates that name changes often result in a decline in profitability but if the process is done well sales will remain positive. A poor name change may make an organization lose equity, customer loyalty and ultimately market share. Howe (1982) in Alshebil (2007) used an event study to analyze name changes for some one hundred and twenty one companies during 1962-1980 and found that there were no significant stock market reactions to such changes. This entails that according to this study, name changes do not affect the organization positively in any distinct mannner. However this study did not mention whether the organizations that were used to deduce results where organizations with corporate names that had become outdated in the face of consumers. There is a high chance that an organization with a image that has been damaged or wounded will likely be positively affected by a name change as consumers will associate it with a new set of perceptions.

Horsky and Swyngedouw (1987) in Alshebil (2007) totally diverged from the above mentioned study and carried out a study on the effect of a company's name change announcement on the stock market using fifty eight firms. The results illustrated a positive performance overally as represented by abnormal profits. This serves to show that corporate renaming has a bearing on organizations profitability.Petburikul (2009), goes on to illustrate the importance of a changing corporate name as he states that a corporate name change has the effect of increasing the renamed firms market value enhancing the firms market recognition. On the other hand, Karbhari et al (2004), found that a name change does not positively affect market reaction if it acts alone unless if it is used hand in hand with other information pertaining to the restructuring of a firm.

When a brand has lost its place in the market place and has proved to be obsolete and outdated, changing the name is one of the strategies that can be used to update it and make it competitive once again. Express, a clothing retailer did not only rebrand in terms of its product offerings but also changed its name to Jet. This had the effect of changing the negative perceptions that had been built in the minds of consumers as it was now associated with a strong brand name. The retailer re established itself in the market as evidenced by the sales it started making after it rebranded. This further illustrates that organizations can improve their sales and profitability by changing their names if they have become outdated and no longer represents what the organization stands for.

Muzellec et al (2003) in Teh(2008), stipulate the importance of a brand name as they say that it is a major reflector of the brand. They further go on to say that a brand name is the basis for communication and brand awareness. Teh (2008), also views a brand name as being important in building relationships between the corporate and stakeholders. Owston (2007), is of the opinion that the most important element in the rebranding process is renaming. When choosing a new name, Kaikati and Kaikati (2004), state that there is need for the organization to first research in order to give the organization a name that will clearly show its identity. When an organizations image has been damaged in some way or has become obsolete or outdated, renaming will be crucial as its intention will be to get rid of the previous image and replace it with a completely new message and image(Singh et al 2012). It can thus be noted that a new name is one of the key indicators that a firm is going through changes or has rebranded as it represents an organization and its product offerings.

Muzellec and Lambkin (2006), postulate that changing a firms name may have sever negative effects on the firms brand equity and at times it may even destroy the firms brand equity.Kilic and Dursun (2006), agree with this view as they suggest that the change of a company name should be done only when they are no other alternatives. The reason being that corporate renaming may destroy already established customer loyalty. Petburikul (2009), shares the same opinion as he states that for a new name to be launched, the old name has to be abandoned and this may have an effect on the already established awareness. This is due to the fact that the old name is likely to go with the set of positive associations it will have strived to create and maintain over the years and these include brand awareness. This view however is one sided as it does not consider the effects of changing the brand name of a brand that has low brand equity or has already lost its brand equity but rather focuses on organizations with high brand equity.

Petburikul (2009), brings out a view that firms are often forced to rebrand particularly when an organizations image has been damaged, when the name is no longer appropriate or when an organization looks and sounds too old. In these instances maintaining the old name will bring about a number of negative effects for the firm and hence corporate renaming will be of great importance. Rodriguez and Biswas (2004), are of the view that rebranding should involve changing an organizations name as this is important in creating new meaning to the brand in question. This is of great importance and an organization can be detached from its old meaning by changing its name.

Kay (2006), suggests that the corporate image is one of the major variables that are most qualified to sustain an organizations competitive advantage. Branca and Borges (2010), state that a good and strong corporate image can positively impact firm's shareholders. Lowery (2007) cited that some companies change their logos and names in attempt to signal new beginning. This view is particularly true for companies that rebrand because they had been facing challenges and will be trying to establish a new image in the consumers mind and evoke positive consumer perceptions so they remain competitive and maintain or regain their market share.

Kilic and Dursun (2006), state that renaming an organization has a positive impact on the firms value. Horsky and Swyngedouw(1987) in Borges and Branca(2010), cite that name changes act as a signal to the market that the company will adopt measures of improvement which contributes to positive impact on shareholder value thereby enhancing an organizations competitiveness. Lomax et al (2002), are of the same opinion as they suggest that firms need to change so as to remain competitive in the market and meet their stakeholders expectations. From the above it can be seen that corporate renaming has an effect of repositioning a brand. Successful repositioning not only evokes positive consumer perceptions but also is a source of competitive advantage (Lindberg 2005).

Petburikul (2009), stipulates that in order to keep up with fierce competition, companies may have to change their organizations as a result of changing business directions. She further goes on to say, renaming is an important and necessary rebranding strategy that can bring about a new image for an organization which will in turn build consumer confidence in the brand. Kaikati (2003) in Petburikul K (2009) concluded that between the years 2000-2001, rebranding around the world increased by 7% which he equated 1993 name changes with the United States of America constituting the majority of these name changes. This on its own serves to show the growing realization of the importance of rebranding to competitiveness of organizations. Muzellec (2003), in his study came up with the conclusion that majority of firms which rebranded where mostly in the information technology and telecommunication industry. This is so because majority of companies in these industries have to reposition and change their strategies in order to keep up with technological advancements. However over the past years, rebranding has evolved and become popular in almost all sectors and industries as it has proved to bring a lot of benefits with it if conducted well, that is to say after conducting thorough market research.

Hatch and Schulz(2001) in Petburikul (2009), cited that a firm can have an opportunity to portray its distinctiveness by means of changing its name. Muzellec and Lambkin (2006) support this view by saying that when an organization changes its name, the name becomes new to customers and stakeholders who will not know what the brand stands for and hence further manipulation of brand elements such as colour will allow a smooth change for the organization. Daly and Moloney (2004) further go on to say that marketing communication tools such as advertising should then be exploitated so as communicate the values and image of the new brand to all stakeholders. From the above it can be deduced that changing a name without extensively promoting and raising awareness about the name change may not yield best results as those stakeholders who are not affiliated and do not engage regularly with the organization may take time to become aware of the name change.

A lot of authors have various opinions when it comes to why organizations find it necessary to rename their entities. Spaeth (2006), states that an organization will rename either because it wants to rebrand or because it has no alternative but has to rebrand. Osler (2004), cited that name changes are usually done when the name becomes obsolete, when the organization goes through a merger or acquisition, so as to change the perceptions of the brand that stakeholders have or for legal purposes. However Spaeth (2006), looks at reasons for renaming an organization from a different angle and says that some organizations have changed their identities in a bid to transform their organizations' culture. Horsky and Swyngedouw (1987) in Petburikul (2009), studied name changes and concluded that there was no difference between the degrees of the name change, that is to say whether the name change was major or minor, the effects would still be the same. However it is important to note that in as much as renaming brings a number of benefits to an organization, poor name choice will lead to negative effects for the organization. That is to say it is not enough to just come up with a decision to rename but the most important decision is what the new name is to be.

## 2.2 Impact of corporate colours on overall store image.

Van de Boash (2005), stipulate that corporate visual identity represents an organization as it illustrates what an organization stands for and shows how an organization differs from others. Stone (2006), goes on to say that the manner in which colour is given meaning and associated with varies across cultures. Singh et al (2012), define colour as "light carried on wavelengths absorbed by the eyes that the brain converts into colours that we see". Alva (2006), view colour as being of great value as they state that organizations should strive to have their own colour as a trademark as colour can be viewed as a 'silent salesperson'. McDonalds is an example given by Alva (2006) of a brand that changed its signature colours and managed to create a an image that was positive for its brand. Pleasant colours have the ability to influence the image of an organization and hence organizations should pay special attention to the colours they choose to associate their brand(s) with. Just like when deciding to change a brand name, customers' views need to be put into consideration when choosing corporate colours.

Bottomley and Doyle (2006), however focus on the benefits of colour particularly focusing on brand equity as they cite that brand equity can be enhanced by choosing the right colours for a brand. It is also vital to note that colour on its own evokes certain perceptions about an organization in the minds of stakeholders and this on its own has the power to determine the image that a brand will have in the eyes of its stakeholders. When an organization associates itself with certain colours, it then becomes subconscious in the minds of consumers to recall the brand whenever they came across the colours that are used to represent the organization.

Hynes (2009), states that consumers often recognize brands by their colour for instance, McDonalds with red and yellow, Chanel with black and Cadbury with purple. He further goes on to say the colours used in packaging products have a bearing on consumer choices and their purchase decisions. Silayoi and Speece (2007) also support this view as they suggest that colour can be used to communicate with consumers and play a significant role in consumer decision making especially when shopping time is limited. Silayoi and Speece (2007) also further state that organizations use colour to enhance the manner in which a brand is identified and also so as to attract customers. Doyle and Bottomley (2004) studied the effects of colour appropriateness on the choice of brand. They came up with results that brands presented in correct or appropriate colours were preferred than brands that come in inappropriate colour schemes. From the above it can thus be noted that colour plays an important role in distinguishing an organization from competitors. This means that there is need to critically determine and decide on the colours that will represent an organization because if they are not viewed as attractive, it will affect the overall image of the brand.

Ridgway (2011), stipulate that colour shapes consumer perceptions and also attracts consumers. Labrecque and Milne (2012), share the same opinion as they postulate that colour attracts consumers and has an effect on shaping their perceptions. They go on to give examples of organizations who used colour as their majority strategy of rebranding. Labrecque and Milne (2012), say that Victoria Secrets uses colour to reach to a particular target market and distinguish itself from other brands and also create particular brand personality.

Ridgway (2011), is of the opinion that a brand can establish strong relationships with customers, establish visual identity and position itself using colour. She further goes on to say that it is relatively easy for organizations to adjust colour and hence colour becomes efficient in shaping perceptions about an organization. Abril et al (2009), share the same sentiments as they say that colour contributes to the brand recognition and communicates the organizations desired image. Another author, Elliot et al (2007) also agrees with the view of the these two authors as he states that colour can influence a person's behaviour without the person consciously aware and thus colour can be viewed as a non conscious essential element with the ability to activate various other action. This on its own shows the importance of colour and its impact on store image but however does not illustrate how to make decisions as to which colours an organization should choose to represent and be associated with its brand or brands. It is very important to research about the different perceptions that consumers have about different colours before choosing the colours to represent an organization. Colour is used by many organization to communicate certain messages to its stakeholders and if not carefully chosen , the organization may end up sending the wrong message which does not properly convey what the organization seeks to represent.

Abril et al (2009), are of the opinion that colour just like a carefully chose brand name carries value that contributes to identity and brand recognition. Bottomley and Doyle (2006), also converge with this view as they say that colour has the ability the organizations desired image to its stakeholders. Kahney (2003), further says that brand loyalists usually get attached to a brands visual identity and may react negatively to a brands colour scheme. Labrecque and Milne(2011), state that when it comes to making colour choices, managers usually rely on trial and error recommendations of consultants who make these colour choices based on past experiences.

Singh (2006), states that colour does not only distinguish products of one organization from those of competitors but also has a bearing on feelings and moods either positively or negatively. He futher postulates that there is a relationship between and the passing of time. Singh (2006), goes on to cite that casinos manipulate the colour red makes objects seem bigger and heavier and time seems to pass slowly under a red light. Casinos are said to use this strategy as red lighting entices customers and gets them excited so they do not feel like they are wasting their time in the casino. Bellizzi et al (2012), carried out a study and they concluded that "colour can have customer drawing power as well as image creating design in retail store design". Therefore it can be noted that colours when chosen appropriately can influence the time taken in a retail outlet and promotes impulse purchases by customers when they enter the store.

Khouw (2002) in Singh (2006), looked at the relationship between colour and gender and suggest that there are gender differences when it comes to views of colour. He went on to cite that men view black and white more than women. Khouw (2002), continues to state that women on the other hand respond to red and blue better than men. From the above it can thus be noted that the colours used by an organization must also be based on which gender contributes to the bulk of its sales. For instance it will be pointless for an organization which derives 80% of its sales from men to use colours that appeal to women than men. This is because as stated above, women and men respond to colours differently and this inappropriate choice of colour may have a negative impact on the image of the organization to its target market.

### 2.2.1 Colour hypothesis.

A number of scholars associate different colours with various meanings and traits. Clarke and Costall (2007), believe firms can influence how they want their image to be perceived by the colours they choose to represent their brands. In their study they noted that yellow can be associated with optimism, friendliness, cheerfulness and happiness among other feelings. Fraser and Banks (2004), suggest that red can be associated with strength and stimulation. Walters et al (1982) in Labrecque and Milne (2011) share the same sentiments as they state red, yellow and orange enhance feelings of excitement and arousal. Clarke and Costal (2007), linked the colour red to excitement and further went on to say that red is a stimulating colour that evokes feelings of arousal. They further stipulate that orange is also arousing but not as much as red and is also considered lively, sociable and energetic. Labrecque and Milne (2011) further go on to group the three colours red, yellow and orange as colours that have a positive effect on the perceived excitement of a brand. As a starting point, organizations seeking to choose colours for their brands can use results from other studies before choosing a colour and critically assess which colours will tally with how the organization wants to be perceived by stakeholders.

Fraser and Banks(2004) postulate that the colour white is the total reflection of all colours and is associated with purity, hygiene, simplicity, cleanliness and even peace. Clarke and Costall (2007), further added that white can also represent happiness. They further stipulate that white can be linked to sincerity and it is considered warm, nurturing and soft. Labrecque and Milne (2011), in their study concluded that the presence of white, pink and yellow colours positively affects the perceived sincerity of a brand by stakeholders. From the above, if an entity seeks to be perceived as being sincere, it can consider incorporating the colour white to represent it.

When choosing colours to represent an organization, blue can be an option. Fraser and Banks (2004), maintains that blue is associated with intelligence, communication, logic and trust and hence can be viewed as a colour representing competence. Labrecque and Milne (2011) support this view saying that blue is viewed as a secure colour. They further go on to stipulate that brown and blue colours can be used to enhance the image of a brand to be viewed as being competent. Clarke and Costall (2007) are of the opinion that brown as a colour is associated with seriousness, support and reliability. However Fraser and Banks (2004), view brown from a different angle and postulate that it is not only linked to seriousness but it is also associated with nature and earthiness. Kaya and Epps (2004) link nature with the colour green and stipulate that green creates feelings of security.

Leo and Rao (2010), carried out a study to see the effects of warm and cool colours on consumers purchase intentions. The result was that consumers are more attracted to warm colours but still feel cool colours such as blue and green make the shopping environment pleasant. Belizzi and Hite (1992) in Ridgway (2011), also carried out a similar research and concluded that there was a positive attitude to the colour blue by consumers. Decision as to which colours to choose may vary from industry to industry as firms have different perception they would like to instill in their customers. It then becomes necessary to take note of what kind of business an organization is into before coming up with corporate colours.

With reference to Fraser and Banks (2004), the colour black signifies power and dignity and also stands for glamour and sophistication. Labrecque and Milne (2011) go on to say that in the fashion world, black signifies status, richness and elegance. Fraser and Banks (2004) go on to give examples of black limousines as signifying status. Clarke and Costall (2007), classify purple in the same category as black as they postulate that purple is a stately and dignified colour and this is likely due to the fact it has a historical background of being reserved for royalty. They further go on to say pink is a feminine colour and can be seen as sophisticated and soft. Labrecque and Milne (2011) in their research also concluded that black, purple and pink can influence the image of an organization as being sophisticated. Stone further(2006), further classifies grey in the same category as black in terms of sophistication. He also views grey as representing sincerity, maturity and intelligence.

It is however necessary to note that the manner in which colours are perceived varies between cultures. It is therefore necessary for an organization to put this into consideration before choosing corporate colours. There is need to consult consumers and get their views and choose colours basing on consumers responses as to how they view and what they associate different colours with. Failure to do this may see an organization choosing colours that apply to the same organization in the same industry but because of the fact that the organizations are operating in different environments, the colours may not apply in that particular environment.

### 2.3 Effect of logo changes on consumer perception.

Pittard et al (2007), views a logo as a name or symbol that differentiates an organization from other organizations. Aaker (1991) in Alshebil (2007), is of the same opinion but however looks at it on a rather different angle as he states that a symbol (logo) can be used as an element of brand equity when products and services are difficult to differentiate. The word logo can refer to a variety of graphic visual elements and many authors define logos in a number of ways. However, for the purpose of this research, the term logo will adopt the definition by Henderson and Cote (1988) in Pham (2014), which views a logo as a graphic design often used with or without an organizations name to identify the organization or its products and services. Blumenthal (2001) in Ridgway (2011), says that a number of firms rely on logos to sell their products. Kohli et al (2002), maintains that a logo can be used in two ways. Firstly by being used together with the brand name and secondly by being used in place of the brand name. They further go on to say that when used alone, a logo acts as a representative of the brand.

Gambles and Schuster (2003), cite that rebranding involves redesigning the logo so it becomes hand in hand with the created new brand image. Kohli et al (2002) in Pham (2014), are of the opinion that a brand name is the most important among brand elements but however a logo is of great importance in the case of country boundaries and language barriers that may limit a corporate name in the global environment. From the above, it can be noted that some brand names are difficult to use or do not have meaning in other parts of the world but a logo can be used to represent the brand and give it meaning in the entire global environment. Logos influence recognition and recalling of a brands name. Pham (2014), explains the reason behind this saying that pictorial representations are recalled from memory faster than non pictorial representations. Hynes (2009), goes on to postulate that shape, colour, image, style and size are vital elements of logo design. He further goes on to say that memorable logos have strong associations and are uniquely shaped.

Hynes (2007), stipulates that a logo consist of various elements that are design related which include size, colour and image. Herm and Iversen (2004), found that logo design is very important as it determines whether a logo will succeed or not. Kohli et al (2002), state that a logo plays a key part in communication with customers. They further go on to say that a logo should ensure consistency among the various brand identity elements which include name, logo and slogan. Certain logos may be meaningless in the eyes of stakeholders and there is need to ensure that unique designs that attract and are appealing to customers are used. Interesting logo designs can even make potential customers want to know more about an organization.

Stafford et al (2004), investigated the relationship between the consumers perceptions of a logo and the organizations performance. They concluded that the way in which consumers perceive the logo is the same way they perceive the organization. Stafford et al (2004), also found that attractiveness of an organizations logo and performance perceptions had a positive relationship, this illustrates that an attractive and easily recognizable logo positively affects consumer perceptions. Fang and Mowen (2005), further went on to study effect of a logo design on consumer attitude and perceptions of an organization. They found that the respondent's attitude was more positive towards round logos versus angular logos. Herm and Iversen (2004), further define a good logo as one that can be recognized and has a meaning. If a logo is meaningless to consumers, it is likely to be insignificant and not easily recalled. This means that when choosing logos to represent an organization, it should clearly illustrate what the organization stands for and how it wants to be perceived. However if the organization seeks to use its name as its logo, there is need to ensure that it is well structured and the colours and designs will be distinct and easily recognized for instance Edgars, Truworths and OK.

Kohli et al (2002) in Alshebil (2007), suggested that a change should be made if there is need to do so due to a change in the brand strategy and secondly if there is need for the organization to update itself. Pimentel and Heckler (2000) in Alshebil (2007), found that customers prefer a logo not to be changed but can however tolerate small changes to an organizations logo. Alshebil (2007), postulated that the bigger the logo change, the more likely it will be resisted by consumers. This is so because consumers may lose trust and become doubtful towards the logo change. Hem and Iversen (2004), go on to say that organizations seeking to change their logos should seek their customers' views on the proposed change and not just surprise them with a new logo. Kohli et al (2002) share the same sentiments as they suggest that there is need to market test a logo before launching it. Alshebil (2007), is of the same opinion as he stipulates that before deciding to change a logo, organizations should consider their customers and should strive to get their views.

Walsh et al (2006), say that people who are highly committed to a brand are more likely to react negatively to a brand when it changes its logos whereas people who are not committed to a brand are more likely to have a positive attitude after a logo change. Alshebil (2007), maintains that when planning to change a logo, an organization should consider firstly the extent to which the new logo and old logo differ and secondly the degree to which consumers will find the new logo favourable as compared to the old logo. Alshebil (2007), in his study found out that there was a negative relationship between scepticism and resistance towards a logo change and consumers' attitude of the brand in question after the logo had been changed. His study also concluded that lack of curiosity by consumers had no bearing on the attitude of consumers after a logo change. When an organization restructures itself, changing its logo is vital as a logo can be used in place of a brand name and thus represents a brand. If the logo is not changed, consumer perceptions about the organization before and after it has rebranded may remain the same as customers may view the organization the same way they did before it restructured.

Van Gelder (2005), points out that brand identity which includes logos represent what a brand stands for. It also communicates the purpose, principle and ambitions of the brand. Aaker (2010), state that a logo express what a brand stands for. Bahl et al (2007), states that a symbol or logo can make a brand stuck in the past if not updated. Ridgway (2011), is of the opinion that logos create strong emotional reactions and strong mental reactions that help build brand equity. Ridgway (2011), goes on to say logos help consumers gain information about the personality of a brand. She further postulates that the importance of consumers identifying a brands personality from the logo is important in enhancing a positive relationship between the brand and consumers. Hynes (2009), points out that a well designed logo can increase an organizations competitive advantage as it will evoke positive consumer perceptions and thus making consumers choose that brand over competitors.

Tractinsky and Lowengart (2007), postulated that design appeal which includes logos and colours has an effect on consumer perceptions and as such organizations should pay special attention to them. Bahl et al (2007), further stipulate that a new logo or colour illustrates that a firm is moving towards a position of greater strength. Alshebil (2007), on a somewhat different angle, suggest that if an organization decides to change its logo ,name or colour, the changes to be made should have an impact that consumers can remember, recognize and can associate with. Bahl  et al (2007), further states that visual elements of the brand are redefined in an attempt to reposition the brand as a whole. They further go on to say that an improvement in these brand elements (logo, colour, name, tagline) will enhance positive consumer perceptions as well as the brand equity of the organization and hence improving its competitiveness in the market. Alshebil  (2007), converges with this view as he postulates that logo changes bring with them the advantage that potential customers would be excited and interested in knowing more about what the rebranding would bring with it. Curiosity and interest in knowing more about the brand after changing a logo will increase customer traffic as potential customers will want to know what else would have changed about the organization. This may eradicate the negative perceptions that consumers had of the brand as they may believe that the organization has also introduced a new set of values together with the change of logo.

**2.3.1 Logo shapes and consumer perceptions**

A number of authors have studied the relationship between logo shapes and consumer perceptions. Pham (2014), is of the opinion that shapes evoke certain beliefs and thoughts and also make consumers recall a memory. Borja de Mozota (2003), goes on to say that the manner in which consumers associate with shape is enhanced by the consumers' experiences from the past. Pham (2014), further postulates that shapes evoke emotional responses. This entails that shapes of a logo play a vital role in the manner in which a brand will be perceived by consumers. Hence it is important for organizations to engage in research and fully understand how different consumers view and associate diff logo shapes.

Bradley (2010), states that circles when used in logo design are  viewed as being warm and comforting. Wilde (2013), goes on to cite that circles are feminine and due to their curves are perceived as graceful. Tillman (2011), is of the opinion that , "the roundness of circles expresses community, protection and perfection". Bradley (2010), agrees with the above views as he suggests that circle are a sign of completeness. This illustrates that circles are linked with positive characteristics and hence consumers view them as representing a positive brand when used in logo design. Pham (2014), suggests that the most common geometric shapes encountered are squares and rectangles. Tillman (2011), states that these shapes illustrate security, stability, trust and honesty. Pham (2014), goes on to suggest that triangles have different interpretations and these depend on their position. Wwilde (2013), supports this view as he postulates that triangles suggest “instability when sitting on their base and instability when otherwise”. This thus entails that triangles are viewed as strong shapes. Bradley (2010), supports this view as he cites that triangles are linked with masculinity due to their strength. Wilde (2013) in Pham (2014), goes on to state that sharp angles are in the same category as triangles as they are masculine and associated with speed.

Bradley (2010), in his study highlights that vertical lines are also perceived as representing strength. Wilde (2013), goes on to say that vertical lines and shapes are masculine and stand for “courage, power and domination”. On the other hand, Wilde (2013) looks at horizontal line and shapes and suggests that they can be associated with peace as they represent calmness. He further states that they are the opposite of vertical lines and shapes as they are feminine in nature. Pham (2014), however looks at curves and suggests that they are also shapes. Wilde (2013), further postulates that curves are feminine in nature and stand for generosity, pleasure and happiness. It can thus be noted that logo shapes play a critical part in communicating what a brand actually stands for. Shapes used for logos evoke a set of either positive or negative perceptions within the minds of consumers which will ultimately have an effect on their purchase decisions. Organizations must thus take time to study shapes and choose appropriate ones to represent their logos.

Keller (2005), cites that a brand logo plays an important role to customers with strong commitment to the brand than to customers with average commitment. Walsh et al (2007) also found that when organizations change their logo they appear new and different to customers but at the same time it affects customers who are strongly committed to the brand. Ahluwalia et al (2000) in Walsh(2010), support this view but look at a it from a different perspective as they cite that logo changes are likely to be viewed as a threat to the relationship between a brand and customers who are strongly affiliated and committed to that particular brand. However Alshebil (2007), diverges from this view and goes on to say that if organizations seek their customers’ views before changing the logo, customers will be less resistant and likely accept the logo change as they will find it favourable. He further cites that even if a logo is drastically changed as long as it is viewed positively and done right, consumers will be interested in it, however if a logo change is done inappropriately consumers perceptions of the logo with be negative hence eliciting a negative attitude towards the brand.

### 2.4 Summary

The chapter analyzed the three major brand elements that constitute rebranding. This was done by means of evaluating the views of various authors and researchers, highlighting converging views, diverging opinions and also illustrating empirical evidence pertaining to the subject under study. Appropriate examples were cited together with relevant literature to support them. The following chapter will illustrate the various instruments used to collect data and how the research instruments were administered. The target population and sample size used to collect data will be highlighted in this chapter as well.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

Kothari (2004), defined research methodology as a way to systematically solve the research problem. Research methodology involves the analysis of the methods, rules and procedures used in a research. The main focus of this chapter is to highlight the research design and data collection methods that were used to carry out this research. It explains sources of data, methods used to collect data and techniques used or employed to analyze the data providing justification of their use. This chapter is split into distinct subsections to include research design, sampling procedures, population, research instruments, data collection approaches, data presentation and analysis.

## 3.1 Research Design

Green and Tull (2005) define research design as a process of creating an empirical test to support or refute a knowledge claim. The main purpose of a research design is to ensure that the evidence to be obtained will enable the researcher to address the objectives of when the research is to be undertaken. In this research a descriptive design was used as it paves way for carrying out surveys and fact finding enquiries of different kinds (Kothari:2004).

### 3.1.1 Descriptive Research Design

According to Kent (2007), descriptive research involves measuring or estimating the quantities, sizes or frequencies of things. Its main objective is to present variables one at a time but however it does not attempt to analyze the relationship between them. Descriptive research works hand in hand in with exploratory research as the two work towards the same objective. The researcher used this research method because it can identify further area of study.

Descriptive research design provides answers to questions such as who, what, when, where and how of the topic under study. It can be viewed as being concerned with relationships that exist, opinions that are held, processes that are going on and effects that are evident. The researcher conducted in depth surveys through open interviews and questionnaires with the small number of the intended target respondents to assess the effectiveness of rebranding strategies employed by Powersales.

### 3.2 Target Population

With reference to Kent (2007), population is the total set of cases that are the focus of the research. It is sometimes referred to as the target population or universe. A population contains all the variables of interest to the researcher. In this research, the researcher identified the target population necessary to provide a base to deduce sample units and sample size. The population that the researcher in this research study reached is defined as the accessible population. According to Powersales manager, the branch has approximately two hundred and fifty customers that make purchases a day and these together with the managers and employees of the branch formed the accessible population. The researcher then generalised the findings to this accessible population of two hundred and fifty customers, eight employees and two managers bringing the total accessible population to two hundred and sixty.

### 3.3 Sampling

A sample can be viewed as a subject of cases that are selected and then studied for the purpose of being able to draw conclusions about the whole group (Kent:2007). According to Castillo (2009), sampling arises as a result of the inability of the researcher to test all individuals in a given population. The sampling techniques available can be grouped into two types namely probability (or representative sampling) and non probability (or judgmental sampling). Probability sampling affords the sample a random and equal chance of being selected as it is based on the concept of random selection. Non probability sampling, however, draws its sample arbitrarily thereby depriving the sample from random selection. This study adopted probability sampling as its representation basis. The reason for doing so is because probability sampling methods require the use of sampling frames and random selection of customers. The sample was also selected randomly in order to avoid bias and also make the findings realistic.

### Probability Sampling Techniques

Probability sampling techniques can be grouped into five types namely simple random sampling, systematic sampling, cluster sampling, stratified sampling and multi stage sampling. In this research, simple random sampling was used as it involves selecting items in a sample in such a way that each member of the population has an equal chance of being included in the sample. It also made it relatively easier for the researcher to project sample results to the target population free from bias.

### 3.3.1 Sample Frame

it is a list comprising of the units or components in the target population. In this regard, the sample frame included Powersales' managers, employees and customers. This is where the researcher drew a sample from.

### 3.3.2Sample Procedure

It illustrates what the researcher did in order to get the answers needed. It encompasses the sampling type the researcher used to collect data.

#### 3.3.2.1 Random Sampling

Random sampling is a sampling technique in which the selection of sample units is made by methods independent of human judgement. Each unit will have a known and non-zero probability of selection. This is to say each unit will have an equal chance of being selected and thereby reducing bias associated with the selection process. There are basically four types of random sampling which are simple, stratified, systematic and cluster sampling. In this research the researcher used simple random sampling as it allows section of units in a sample such that each member has an equal chance of being included in the sample.

#### 3.3.2.2 Non Random Sampling

Non probability sampling can be defined as a process where samples are selected on the basis of judgment of the investigation, convenience or by some other random process. Kent (2007), postulated that the chance of selecting a case from the population of cases is not calculable since the selection is made on a subjective basis. The researcher used this largely in the interview as the non probability selection was used for sampling individuals as respondents and clearly this involved human judgment.

### 3.3.3 Sample Size

Sample size can be defined as the number of elements in a sample. As the sample increases, the accuracy of the findings increases. As the size of the population increases, progressively smaller proportion of subjects can be selected. Deducing the sample size for a particular piece of research is complex and a number of factors have to be taken into account. Kent (2007), cites that a large sample will cost more and will take more time to complete. Furthermore Kent (2007) goes on to say the size of a sample should depend on the purpose of the study and also on the variability of the characteristics of the population. Due to the costs and complexity of time associated with the research, the researcher used a relatively small sample size.

Bruce (2001), states that a sample size of 10 % of the population is a reasonable starting point for deciding the qualitative sample size. The target population in this research was two hundred and sixty respondents comprised of customers, employees and managers.In light of this, 38% of the population was used as this was a significant percentage for the researcher to generalize her findings.The sample size consisted of two managers, eight employees and ninety customers, bringing the sample size to a total of one hundred.

### 3.4 Data Sources

#### 3.4.1 Secondary Sources

Secondary sources of data consist of material that comes from someone other than the original source. It can be viewed as information deduced from a source that was not involved in the original investigation. Secondary data must be carefully cross checked for accuracy as it is someone else's interpretation of primary data. In this study the researcher made use of company profiles and documents as well as other researcher's reports. The benefits associated with this is efficient time utilization and use of less financial resources.

#### 3.4.2 Primary Sources

This encompasses information collected at the original source. In this research the information that was collected consists of findings obtained through original sources, which are interviews with managers and questionnaire responses from staff members and customers.

### 3.5 Research Instruments

These are techniques used in the collection of data for the researcher to achieve the objective of the study. There are a number of research instruments that exist in collection of data. These include surveys and interviews. A survey was carried out through a survey instrument in the form of questionnaires intended for individuals who serve as sales assistance and customers. Interviews were conducted to managerial personnel using an interview guide.

#### 3.5.1 Questionnaires

Morris (2004), states that a questionnaire is an instrument vehicle used to infuse measurement in qualitative research. This study therefore adopted a questionnaire survey to the study. This is due to the fact that data collection methods rely on questions as the vehicle for extracting the primary data. Moreso, questions played an important role in the study as they were the means through which information was gathered and obtained from participants. The researcher sought a letter of authority to undertake her research at Powersales. The management in turn gave the researcher permission to carry out the research at Powersales, collecting any relevant data. The principle of clarity and precision were closely adhered to so as to avoid loaded questions. Lickert scale was used to allow for easier analysis and comparability by the researcher and also so respondents could easily complete them given their busy work schedule.

The data from the questionnaires was easy to analyze and interprete. Despite the advantages of using questionnaires as research tools, self administered questionnaires have no room for clarity where the questions are vague or not clear resulting in incorrect feedback or some of the questions to be left unanswered. To overcome this disadvantage the researcher first conducted a pilot study to come up with clear questions that are easy to understand. The researcher also went on to encourage respondents to answer all questions on submission of questionnaires.

### 3.5.2 Interviews

Interviews were also used and were focused on management. The researcher used interviews as they allow the interviewer to get the chance to clarify questions and ensure that interviewees fully comprehend the questions. Interviews are exploratory in nature and are more reliable. The researcher used face to face interviews to justify her research. Kent (2007), stipulates that interviews involve face to face or personal contact with respondents. Open ended questions were asked such that much of the information collected would be qualitative.

### 3.5.3 Observation

Observations were also important instruments in collecting data. The researcher used observations from her work related experience in the clothing industry and also observations during the period of the study as trends change over time and new trends had evolved during the period of the research.

## 3.6 Data Collection Approaches

Data collection involves the specific ways of collecting the data and also encompasses the criteria for determining what good data is. Data was collected using physical distribution of questionnaires, observations and interviews.

## 3.7 Validity and Reliability Findings

The validity of the instruments was tested by passing them to other people so that they could identify any errors and also so they could see their appropriateness. After finding errors and correcting them the questionnaire was then issued to respective individuals to fill in.

The reliability of instruments was checked for using internal consistency. Questions were asked more than once in different ways to check if the answer would still remain the same. For those questions whose answers remained the same, they were recognized as reliable.

## 3.8 Data Presentation and Analysis

Qualitative data analysis focuses on data in the form of words. It is concerned with three flows of activity which are data reduction, data display and conclusion drawing or verification. Data reduction comprises of selecting, focusing, simplyifying, abstracting and transforming the data. Data display involves the consideration of the reduced data and displaying it in an organized, compressed way so that conclusions can be more easily drawn. The final activity involves deciding what things mean, check regularities, patterns, explanations, possible configurations, casual flows and positions.

In this research, based on the research problem and research questions, data was presented separately. It was presented in the form of frequency tables, pie charts and bar graphs in line with research objectives.

### 3.9 Summary

This chapter discussed the research design, methods of collecting data, the target population and also the data collection techniques. The sample size is going to play a major role in the conclusion of this research as it is going to determine the validity of the research. Research instruments were also highlighted and their validity and reliability was also assessed in this chapter. This chapter also further illustrates how data will be presented and analyzed basing on the findings of the research. The following chapter focuses on the presentation, analysis and interpretation of data collected using the research instruments highlighted in this chapter.

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

## 4.0 Introduction

This chapter stands to present and analyze data gathered from Powersales' employees and customers. Questionnaires were the main research instrument used to gather information together with the aid of interviews that were meant for management. Views from customers, general employees and managers were considered and greatly used as primary sources of data and were analyzed and presented in this chapter.

## 4.1 Response Rate Analysis

Questionnaires and interviews were used to collect data. Below is an analysis of the rate at which people responded to questionnaires sent out and also the rate at which targeted interviews were successful.

**Table4. 1 Response Rate**

| Category of respondents | Targeted Responses | Actual Responses | Response rate (%) |
|---|---|---|---|
| | | | |
| Customers | 90 | 75 | 83 |
| Employees | 8 | 8 | 100 |
| Management | 2 | 2 | 100 |

**Source primary data**

A total number of ninety questionnaires were distributed to customers. Of the ninety questionnaires, seventy five were successfully completed. This is due to the fact that seventeen percent of the customers showed no interest in the research and were reluctant to partake in the research and some customers were too busy and failed to participate. The response rate by customers is eight three percent. Bryman and Bell (2007), postulate that a response rate of 50% is sufficient to make a research credible and valid hence the response rate of 83% justifies the research as it is more than 50%. Eight employee questionnaires were also issued out and all eight questionnaires were successfully completed. This is due to the fact that questionnaires were issued when all employees were present and were not very busy thereby making it easier for them to respond to the questionnaires. This brought out a favourable response of 100% by employees.A total number of two out of two interviews were conducted giving a response rate of 100% by management. The researcher made an appointment with the managers prior to carrying out the interviews. These made the managers able to give the researcher time and attention on a one on one basis and were very willing to respond. They provided useful information for the research which helped in giving a valid and credible view of the study.

### 4.2 Corporate Renaming

An organizations name plays a critical role judging from the response of respondents in the study. Naming an organization is one of the drivers of store choice in that it communicates about an organization before one even gets involved with and familiar with an organizations merchandise offering. The graph below shows the response by customers as to whether changing an organizations name impacts their buying behaviour.

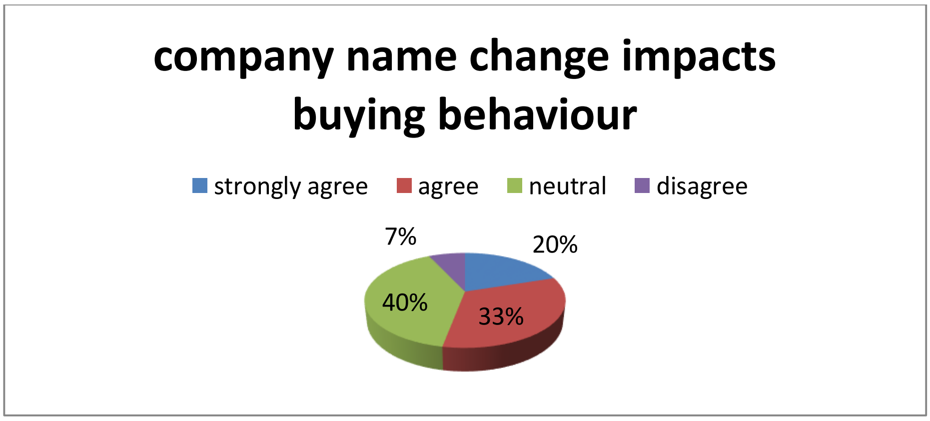


**Figure 4.1 Impact of company name change in enhancing buying behaviour.**
**Source: Primary Data**

Thirty three percent of the respondents showed eagerness in a name change. This may mean that a change in the organization's name may evoke positive feelings amongst its customers and thereby increasing its customer base which may eventually translate into an increase in market share. Horsky and Swyngedouw (1987) in Alshebil (2007), are of the same opinion as they state that a change in company name reflects a positive performance overally as represented by high profits that are enjoyed by an organization after renaming. Interviews with management also highlighted that there has been an increase in sales as a lot of customers perceive Powersales as PEP after it changed its product offerings to those used by its sister company PEP. This is evident as some customers now refer to Powersales as PEP.

Majority of the respondents were neutral with regards to change of Powersales name as they mentioned that were mainly driven to the clothing retailer by its merchandise offerings rather than its name. This may entail that whether or not a name change is done, their views and perceptions of the brand will not be affected. This is supported by Howe (1982) in Alshebil (2007), who carried out a similar research and found that there were no significant market reactions or eagerness by consumers to name changes. Despite majority of the respondents being neutral, some respondents disagreed pointing out that a name change was not necessary and did not enhance or change their buying behaviour in any way. This may be due to the fact that some customers are highly loyal to Powersales and desire the organization to maintain its name because they are invited to enter the store because of the associations they have had of the retailer over the years. A change in company name may dissatisfy these customers who may in turn switch to competitors products and service reducing the competitiveness of the organization.

### 4.2.1 Customer views on whether the name Powersales has become outdated.

Respondents also showed their perceptions of the brand name 'Powersales' . The findings pertaining to how customers view the brand in terms of whether its name has become outdated or not is depicted as follows;

**The name Powersales has become outdated over the years**

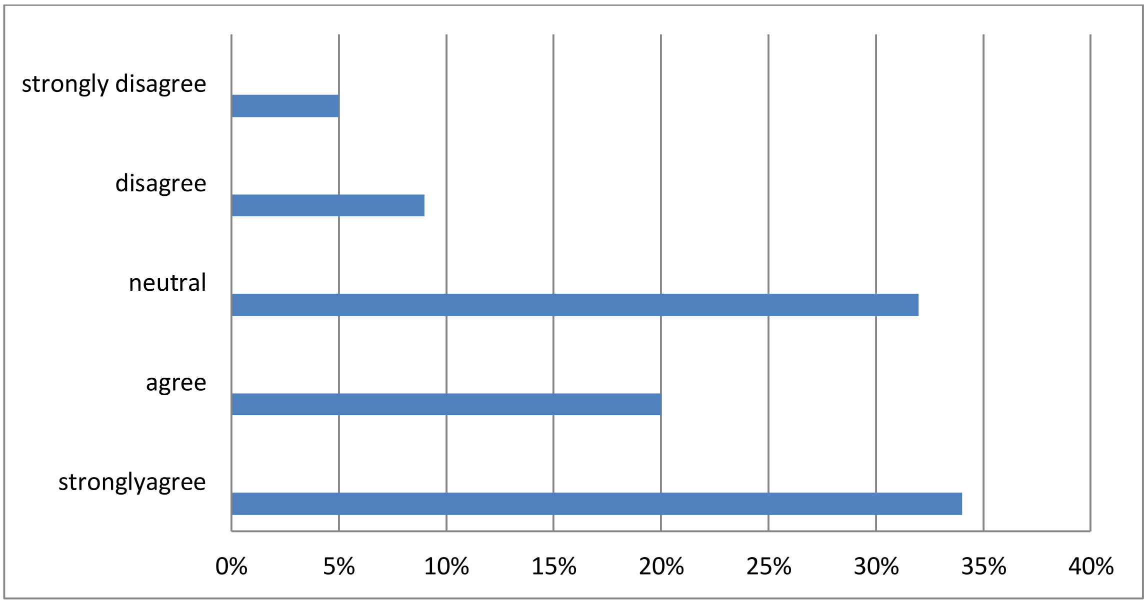


**Figure4.2 The name Powersales has become outdated over the years.**

**Source Primary Data**

Fifty four percent of the customers illustrated that they viewed the brand name as being outdated. This may be so because the organization has rebranded in terms of its product offerings and layout and is no longer what it used to be two years back. This change may need to be accompanied by a change in name to create a completely new image and enhance competitiveness. This is supported by Petburikul (2009), who cites that when an organization's name has been damaged or becomes outdated over the years, a firm will be forced to rename as failure to do so will bear negative effects for the organization. For instance Express rebranded in the same manner and adopted a name of one of the most successful clothing retailers in Africa thereby enhancing its competitiveness in the market place.

### 4.2.2 Employee views on appropriateness of the brand name.

Employees however showed different views to those of customers. The response by employees showed that they believe that Powersales customers still hold favourable associations with the brand name 'Powersales', where as majority of the customers were of the view that the name Powersales had become outdated and there was need to revise it so it could match the change in merchandizing principles and product brands now being offered by the organization. The table below highlights response by employees as to whether Powersales name is still appropriate to represent the brand;

Table4.2Appropriateness of the brand name ‘Powersales’.

| | **Frequency** | **Percentage** |
|---|---|---|
| Strongly agree | 3 | 37.5 |
| Agree | 1 | 12.5 |
| Neutral | 2 | 25 |
| Disagree | 2 | 25 |
| Strongly disagree | 0 | 0 |
| Total | 8 | 100 |

As depicted above 50% of the employees are of the view that the name Powersales is still appropriate to represent the brand even after changing its product brands. This may mean that the employees do not deem it necessary to change the corporate name as they believe customers hold positive feelings of the brand. Their views are supported by Muzellec and Lambkin (2006), who postulate that changing a firms name may have sever negative effects on the firms brand equity and at times even destroy it. However Powersales may be losing a lot of sales and market share due to holding on to its name. This is due to the fact that some people still view it as the organization that provides out dated and sub standard merchandize were as they changed their product lines to cater for consumers ever changing preferences and is now moving with current fashion trends.

### 4.3 Impact of corporate colours

Colours play a vital role in communicating with customers. Favourable colours create a well perceived store image in the minds of stakeholders. The question below was meant to derive whether customers and employees felt that colours used by Powersales were welcoming and customer friendly;

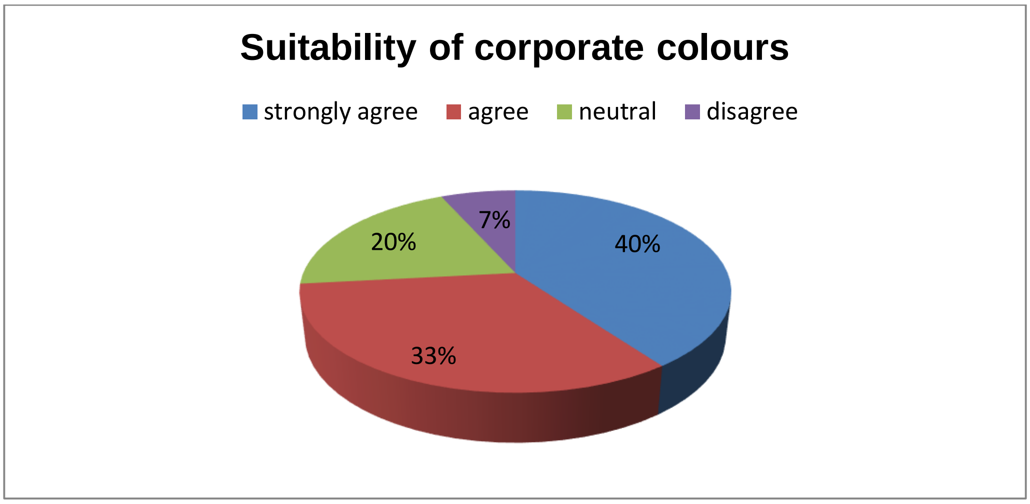


**Figure 4.3 Suitability of corporate colours**

**Source: Primary Data**

As depicted above, 73% of Powersales' customers are of the view that the colours used by the retailer are appropriate as they are welcoming and customer friendly. This goes on to show that colours when carefully chosen and are attractive to the target market are crucial in influencing customer traffic. When colours are not appealing to stakeholders, this may mean that only those customers who hold strong favourable associations and are highly loyal to a particular brand will enter the store. This may see an organization losing potential customers to competitors who have more attractive colours which leads to a reduction in sales and profitability. Colours influence the overall store image of a store that is to say they create a conducive atmosphere for shopping when well perceived by customers. This is supported by Abril et al (2009), who state that colour contributes to brand recognition and communicates the organizations desired image. From the findings, it may be seen that red and yellow which are colours used by Powersales influence the retailers store image due to the fact that they are welcoming and entice customers. Labrecque and Milne (2011), are of the same opinion as they highlight that red and yellow have a positive effect on the perceived excitement of a brand and evoke feelings of arousal.

### 4.3.1 Colours that attract customers to enter a store.

In as much as the respondents seemed to favour red and yellow as appropriate colours, they also highlighted a number of varying options as to which colours attract them to enter a store. This may mean that the customers hold favourable associations with the colours used by Powersales because those are the colours that come to mind when they think of Powersales and over time grew to like them. However not all respondents were happy with Powersales current colours. The table below shows the colours that customers highlighted as attracting them to enter a store;

Table 4.3 Colours that attract customers to enter a store.

| | Frequency | Percentage |
|---|---|---|
| Red | 33 | 44 |
| Yellow | 20 | 27 |
| Blue | 32 | 43 |
| White | 5 | 7 |
| Black | 2 | 3 |
| Orange | 11 | 15 |
| Green | 18 | 24 |
| Pink | 22 | 29 |
| Purple | 21 | 28 |
| Grey | 8 | 11 |
| | | |

**Source: Customers**

Respondents highlighted a variety of colours which attract them to enter a store with some respondents highlighting two or more of their favourite colours. Red is one colour that seems to catch the eyes of many customers as indicated above with 44% of the respondents finding it attractive. Clarke and Costall (2007), support this as they cite that red enhances feelings of excitement and arousal. This may mean that the colour red as used by Powersales plays an important role in attracting customers. Forty three percent of the respondents revealed that blue attracts them to enter a store. This may mean that blue as a colour has features that entice and is positively perceived by people as supported by Leo and Rao (2010), who state that blue makes the shopping environment pleasant. Blue is also a bright colour and this may be yet another reason why customers are attracted to it. Customer traffic is of great importance in order for a business to compete well with rivals and survive in the market and appropriate choice of colours is one way a retailer can use to enhance customer traffic.

## 4.4 Effects of logo changes

### 4.4.1 Familiarity of customers with Powersales logo.

A logo is one of an organizations brand elements that an organization can use to communicate itself to its stakeholders. Logos can be put on products such that consumers can always recall the logo and have strong associations with it. However it is very important to market the logo and make stakeholders familiar with it such that they can easily link it to the brand. The chart below represents the percentage of customers who are familiar with the Powersales logo;

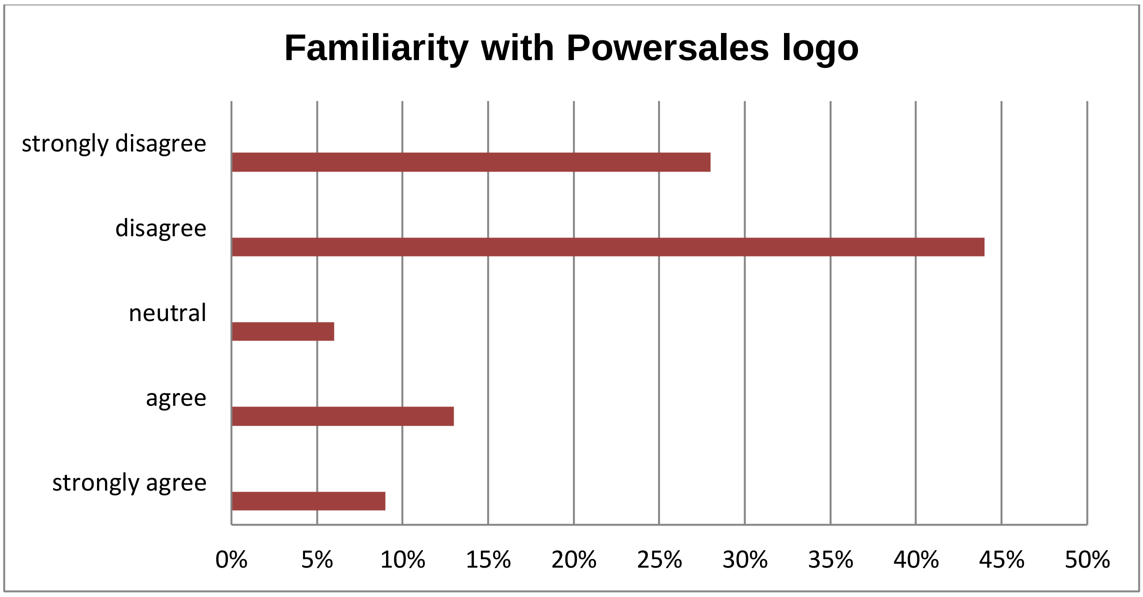


**Figure 4.4 Familiarity with Powersales logo**

**Source: Primary Data**

Forty four percent of the customers disagreed that they were familiar with the Powersales logo and a further 28% strongly disagreed too bringing the total percentage of disagreeing respondents to 72%. This may mean that Powersales logo has no meaning to consumers. Iversen (2004), defines a good logo as one that can be recognized and has meaning. This entails that when customers come across a Powersales logo they will not be able to link it to the organization as they are not familiar with it. There is need for consumers to be aware of a logo as this is important as suggested by Stafford et al (2004), who state that the way consumers perceive the logo is the same way they perceive the organization. However although majority of the respondents revealed that they were not familiar with the organizations logo, twenty two percent of the respondents showed that they were familiar with the organizations logo. This may mean that these respondents have strong affiliations with the organization and may have gone an extra mile to familiarize themselves with the organizations logo. Six percent of the customers were however neutral with regards to their familiarity with the organizations logo.

### 4.4.2The ease at which Powersales logo can be identified and recalled.

The unfamiliarity of customers with regards to the company's logo can be due to the fact that the current logo is not easy to identify and recall. The table below highlights customers' views on whether Powersales logo is easy to identify and recall;

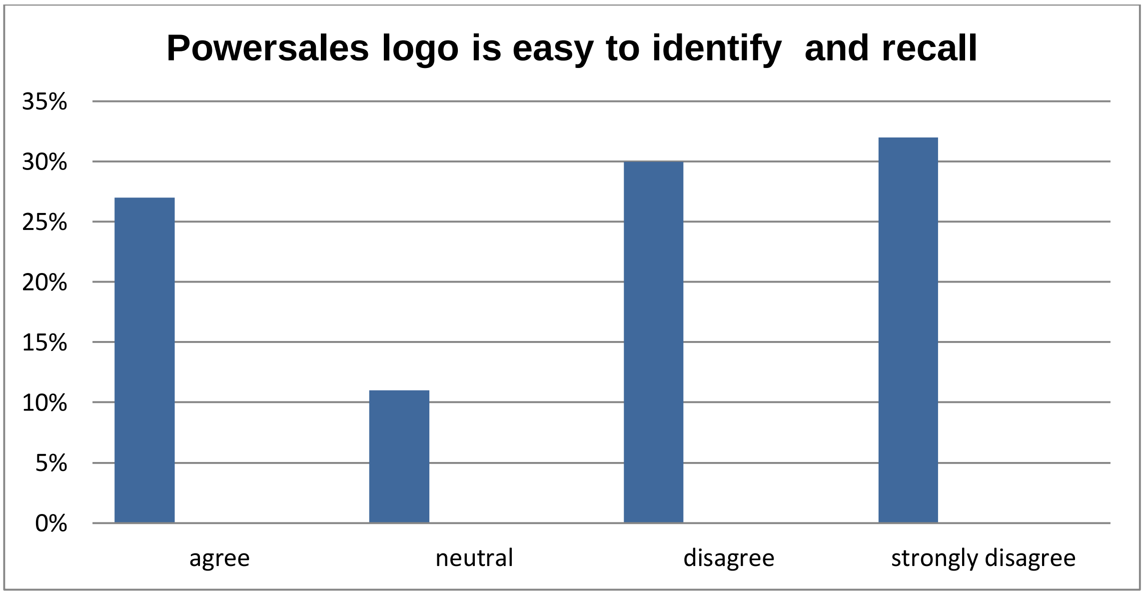


**Figure 4.5 Powersales logo is easy to identify and recall**

**Source :Primary Data**

Majority of the customer respondents highlighted that Powersales logo was not easy to identify and recall. Sixty two percent of the respondents disagreed that the company had an easily identifiable and recognizable logo. This may be due to the fact that customers are not fully aware of what the logo looks like. A logo should be well known and popular amongst stakeholders in such a manner that even when the logo is used on its own without the brand name, stakeholders can still link the logo to the organization it belongs. This is supported by Kohli et al (2002), as they suggest that a logo can be used in place of the brand name and hence should be easy to recall and recognize. Examples of firms with such logos include Nike and Apple. However 27%, which is a relatively significant percentage of customers illustrated that the logo currently being used by Powersales is easy to identify and recall. This may mean that these customers are strongly loyal to the brand in such a way that they are aware of most details of the organization due to the fact that they are highly affiliated to the organization.

### 4.4.3 Impact of a change in the shape of the logo

A change in the existing logo can either have a positive effect on consumer perception or negatively affect the perceptions of consumers. The question was meant to answer whether customers are of the opinion that a change in the logo will make it easy to recall which would in turn impact their perceptions positively. The chart below shows responses by customers;

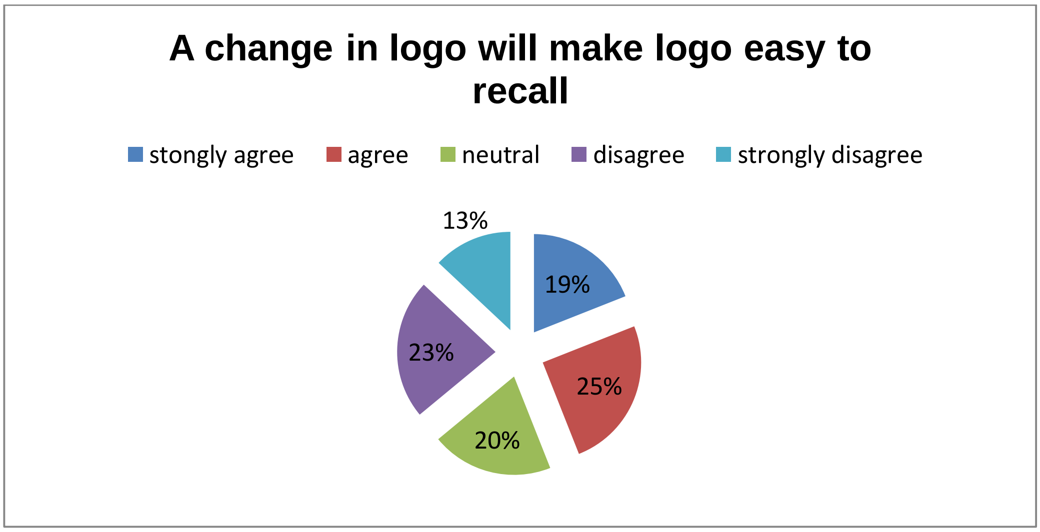


**Figure 4.6 A change in logo will make logo easy to recall.**

**Source Primary Data**

The question as to whether a change in the shape of the logo used by Powersales would make it easier to recall received both positive and negative responses from customers. Forty four percent of the respondents agreed that a change in the logo shape would make the logo easier to recall. This may mean that customers do not have positive associations with the shape of the logo currently being used by Powersales. It may thus be noted that a change in the logo can yield and enhance positive customer perceptions of the brand. This is supported by Bahl et al (2007), as they cite that a change in a logo should be made such that it has an impact that consumers can remember, recognize and associate with. However, 20% of the respondents were neutral. This may mean that their perceptions of the brand will not be affected if Powersales maintain its current logo or if it decides to change the logo. Thirty six percent of the customers disagreed that a change in the logo shape would make the logo easy to recall. This may mean that these customers have strong associations and positive perceptions of the organizations logo and do not deem it necessary for the organization to change its logo. Such customers may unhappy with a change in the logo as supported by Ahluwalia (2002) who postulates that a change in the logo is likely to be viewed as a threat to the relationship between a brand and customers who are strongly affiliated to that particular brand.

### 4.5 General observation

Colours, logos and brand name are important elements that create an atmosphere that will either enhance a stores image or lead to a failure of the organization. It is important for brands that have been in the market for a long time to consider rebranding when they are no longer performing as they used to. This is due to the fact that rebranding brings with it new features to the organization and customers are generally curious people and will want to know more about what the rebranded organization now has to offer. Colours, brand name and logos must then be changed such that they paint a new image of the organization. For instance Express rebranded to Jet after it had been incurring losses and completely changed its name, colour and logo which increased its customer base and market share. Rebranding brings with it positive effects as can be seen in the case of Powersales which had 168 shops before rebranding (by means of changing its product brands and merchandizing principles to those of PEP) and after rebranding cut down number of shops to 50 but are realizing even higher profits now with fewer outlets.

### 4.6 Summary

This chapter was concerned with presentation, analysis and interpretation of data. The data used mainly came from Powersales customers, employees and also partly from observations made by the researcher. Tables, graphs and pie charts were mainly used to present the data. These aided in analyzing and interpreting the data obtained from the respondents. The following chapter will focus on the summary, conclusions and recommendations based on the objectives and will also highlight suggestions for further research.

# CHAPTER FIVE

# SUMMARY, CONCLUSSIONS AND RECOMMENDATIONS

## 5.1 Summary

The aim of the research was to find the effectiveness of rebranding as a survival strategy by using a case of Powersales, Fort Street Bulawayo. The results highlighted that rebranding is an effective survival strategy. The researcher found out the following;

### 5.1.1 Effects of corporate renaming on competitiveness of an organization.

Renaming an organization has the ability to increase an organizations sales thereby increasing profitability of an organization. This is shown by the 53% of the respondents who agreed that company name change had an impact on their buying behaviour. This shows that renaming will increase customer traffic due to the fact that customers will be curious and thereby increasing market share of the organization which will in turn translate to an increase in the competitiveness of the organization. Renaming will yield more positive results in terms of competitiveness if the name has become obsolete and outdated especially in the case of Powersales as 53% percent of respondents agreed that the brand name had become outdated.

### 5.1.2 Impact of corporate colours on overall store image.

Colours communicate with customers and thus are an important determinant of the manner in which the store image will be perceived by customers. Colours used by Powersales are welcoming and customer friendly as highlighted in the previous chapter. This is shown by 73% of customers who highlighted that colours used by the retailer create a welcoming and customer friendly shopping environment. This shows that colours indeed have a relationship with the store image. That is to say if colours are bright and well perceived, they will entice more customers due to the image they would have painted of the retailer.

### 5.1.3 Effect of logo changes on consumer perceptions.

Logos play a important role in enhancing consumer perceptions. Majority of customer respondents revealed that they were not familiar with Powersales current logo meaning to say that the logo is not playing a part in enhancing the perceptions of consumers. Forty four percent of customers were of the view that a change in the logo shape used by Powersales would make the logo easy to recall and identify. This may mean that changing the organization's logo will make it more recognizable. Results shown in the previous chapter highlighted that only a relatively lower percentage of customers were against a change in the logo.

## 5.2 Conclusions

### 5.2.1 Effects of corporate renaming on competitiveness of an organization.

An organizations competitiveness can be enhanced by a changing its name if the name has become outdated or obsolete. Petburikul (2009), states that there is need for companies to transform their business including changing their name in order to keep up with increasing competition. Results from the research showed that more than half of the customer respondents, agreed that the Powersales name had become outdated and that a change in the name would impact their buying behaviour. Horsky and Swyngedouw(1987) in Alshebil (2007), in their research highlighted that company name change led to an increase in profits and had a positive bearing on an organizations profitability. This supports the results from the research carried out which illustrate that changing Powersales name will yield positive results when it comes to competitiveness of the organization.

### 5.2.2 Impact of corporate colours on overall store image.

The researcher concluded that corporate colours do indeed impact store image. This is so because colours have the ability to communicate with customers and create a shopping environment and atmosphere that is either favoured or disliked by customers. Powersales has colours that make its retail image positively perceived by its customers. This is shown by 73% of respondents revealing that the colours used by the retailer are welcoming and customer friendly. Majority of the customer respondents together with employee respondents agree that the colours chosen by an organization influence store choice. This is due to the fact that colours influence the image of a retailer overally which in turn has a bearing on store choice. Van de Boash (2005), cite that corporate colours represent an organization as they illustrate what an organization stands for and show how it differs from other organizations. This goes to show that colours create an atmosphere and image that differentiate it from others.

### 5.2.3 Effect of logo changes on consumer perceptions.

Logos also affect customer perceptions. Pham (2014), states that logos influence recognition and recalling of a brands name. When a retailer rebrands, logo change should accompany this rebranding as it positively affects the perceptions of consumers. Stafford et al (2004), are of the opinion that the manner in which customers perceive a logo is the same way they perceive the organization. It can thus be noted that a logo is very important and hence the need for it to be easily identifiable. Sixty two percent of the respondents disagreed that the organization's logo was easy to identify and recall. This entails that there is need to revisit and revise the logo as it represents an organization and there is need to make customers familiar with it. This will make the logo efficient in enhancing positive customer perceptions about the organization.

## 5.3 Recommendations

### 5.3.1 Effects of corporate renaming on competitiveness of an organization.

Results from the study show that an organizations name contributes to customers desire to enter a store and as such management needs to pay special attention to Powersales name. The researcher recommends that Powersales considers changing its name as a significant percentage of its customers are of the view that the name has become outdated over the years. Petburikul (2009), brings out a view that changing an organization name is necessary when the name is no longer appropriate which seems to be the case with Powersales name. Powersales has adopted merchandizing principles and product lines and brands of its sister company PEP and is already associated with it by most of its customers and hence the organization may consider renaming to PEP just like its competitor Jet did. This is likely to make the organization realise more profits as it will be associated with one of the successful and well known clothing retailers in Africa.

### 5.3.2 Impact of corporate colours on overall store image.

Majority of the employees and customers of Powersales are of the view that red and yellow used by the retailer are welcoming and customer friendly. However customers highlighted a number of colours which they stated attract them to enter a store. From the results the colour blue proved to be attractive to a number of customers as forty three percent of respondents highlighted that blue attracted them to enter the store. The retailer may also consider adding blue to its colours as the results show that 43% of respondents found blue as attracting them to enter a store.

Another recommendation would be for the retailer to adopt colours used by it sister company PEP. This may bring positive results as Powersales has managed to survive after adopting merchandizing principles and product lines and brands of PEP and will most likely create an even better image of itself if it just completely rebrands to PEP. Blue and yellow are the colours used by PEP and blue received favour from 43% of the respondents whilst yellow received 27%. Banks and Fraser (2004), state that blue is associated with intelligence, communication, trust and competence whilst yellow enhances feelings of excitement and arousal. This in turn means that adopting these colours will create a store image that is likely to result in an increase in customer traffic which has positive effects of increasing customer base in the long run.

### 5.3.3 Effects of logo changes on consumer perceptions.

Powersales needs to consider changes its logo shape as 44% of the respondents highlighted that changing the logo shape would make the logo easy to recall. This goes to show that customers do not have positive perceptions about the logo and changing it could greatly impact their perceptions. Herm and Iversen (2004), postulate that a good logo should be recognizable and have a meaning. Powersales should then redesign their logo in such a way that it means and communicates something to customers. Hynes (2009), points out that designing a logo appropriately will evoke positive consumer perceptions making customers choose the brand over competitors. The logo shape should also be changed such that the logo can be given new meaning and be associated with the brand name to the extent that even in the absence of the brand name, the logo can stand and represent the brand. The new logo needs to be then marketed such that all stakeholders become familiar and well acquainted with it.

### . 5.4 Recommendations for further study

This research was limited to three elements of rebranding which are corporate renaming, logo change and change of corporate colours. However there other elements that constitutes rebranding which the researcher did not focus on. These include slogans, jingles and packaging.

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## APPENDIX A

CUSTOMER QUESTIONNAIRE

Midlands State University
Established 2000
Our Hands, Our Minds, Our Destiny

Dear Sir/ Madam

**RE: REQUEST FOR RESPONSES ON THE QUESTIONNAIRE**

I am an undergraduate degree student studying towards an Honors Degree in Retail and Logistics Management. I am carrying out a research entitled, **"The effectiveness of rebranding as a survival strategy. A case study Powersales, Fort Street Byo".**

This is being done in partial fulfillment of my degree programme and any information provided will be treated as confidential and used for academic purposes only. I kindly ask you to respond to the following questions. Information provided will be strictly kept for academic reasons and respondents will not be disclosed prior to their contributions.

Your views and contributions would be greatly appreciated. Thank you very much.

Yours Faithfully

………………………

Patience Vongai Mavondo

Please respond by ticking in the appropriate box or boxes and provide explanation where appropriate.

**Age**

21-30 : ☐ 31-40: ☐ 41-50: ☐ 51-60: ☐ 61+: ☐

**Sex**

Male: ☐ Female: ☐

1. May you kindly indicate your opinion(s), by encircling or ticking the appropriate rating from the given scale below;

(Were 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree)

| | | | | | |
|---|---|---|---|---|---|
| An organization's name contributes to my desire to enter a store. | 5 | 4 | 3 | 2 | 1 |
| Company name change impacts my buying behavior. | 5 | 4 | 3 | 2 | 1 |
| The name Powersales has become outdated over the years. | 5 | 4 | 3 | 2 | 1 |
| There is need for Powersales to consider changing its name. | 5 | 4 | 3 | 2 | 1 |
| Powersales colours are welcoming and customer friendly. | 5 | 4 | 3 | 2 | 1 |
| A change in colors will positively influence my views of Powersales. | 5 | 4 | 3 | 2 | 1 |
| An organizations colors influence store choice. | 5 | 4 | 3 | 2 | 1 |
| I am familiar with Powersales' logo. | 5 | 4 | 3 | 2 | 1 |
| Powersales' current logo is easy to identify and recall. | 5 | 4 | 3 | 2 | 1 |
| Powersales' logo does not appropriately represent the brand. | 5 | 4 | 3 | 2 | 1 |
| A change in the logo shape will make the logo easy to recall. | 5 | 4 | 3 | 2 | 1 |

2. Which colors attract you to enter a store?

red☐ yellow☐ blue☐white ☐black ☐

orange ☐ green☐ pink ☐ purple ☐ grey ☐

**THANK YOU FOR YOU CO-OPERTAION**.

## APPENDIX B

EMPLOYEE QUESTIONNAIRE

Dear Sir/ Madam

**RE: REQUEST FOR RESPONSES ON THE QUESTIONNAIRE**

I am an undergraduate degree student studying towards an Honors Degree in Retail and Logistics Management. I am carrying out a research entitled, **"The effectiveness of rebranding as a survival strategy. A case study Powersales, Fort Street Byo".**

This is being done in partial fulfillment of my degree programme and any information provided will be treated as confidential and used for academic purposes only. I kindly ask you to respond to the following questions. Information provided will be strictly kept for academic reasons and respondents will not be disclosed prior to their contributions.

Your views and contributions would be greatly appreciated. Thank you very much.

Yours Faithfully

………………………

Patience Vongai Mavondo

May you kindly indicate your perception (s), by encircling or ticking the appropriate rating from the given scale below:

(Were 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly disagree)

| | | | | | |
|---|---|---|---|---|---|
| The name Powersales is still appropriate to represent the organization even after changing its product brands. | 5 | 4 | 3 | 2 | 1 |
| Customers have positive associations with the name Powersales. | 5 | 4 | 3 | 2 | 1 |
| The colours used by Powersales create a friendly and inviting shopping environment. | 5 | 4 | 3 | 2 | 1 |
| Powersales should change its colours to entice potential customers. | 5 | 4 | 3 | 2 | 1 |
| Colours are key to attracting customer choice. | 5 | 4 | 3 | 2 | 1 |
| Customers are well acquainted and familiar with Powersales logo. | 5 | 4 | 3 | 2 | 1 |
| Logos help communicate with customers contributing to store performance. | 5 | 4 | 3 | 2 | 1 |
| Powersales needs to change its name, logo and colours. | 5 | 4 | 3 | 2 | 1 |
| | | | | | |

**THANK YOU FOR YOU CO-OPERTAION**

## APPENDIX C

## INTERVIEW GUIDE

- How long have you been working for Powersales?
- Which sex contributes to the greater part of your sales?
- Do you feel your corporate name ‘Powersales’ evokes a positive feeling in the mind of consumers?
- Have you considered changing your corporate name? if yes, what stopped the name change?
- What do your corporate colours  represent?
- What personality trait or characteristic would you assign to your current logo?
- What does your logo signify?
- Did the restructuring of Powersales in terms of changing the organizations product offerings and merchandizing principles have any effect on the sales and profitability of Powersales?