A STUDY ON IMPACT OF REBRANDING AND REPOSITIONING WITH REFERENCE TO OOREDOO.

Dr.M.NasrinSulthana, Professor, Department of Business Studies, Gulf College, Mabaila, Muscat City, Sultanate of Oman

Ms.MamathaGnanakumar, Lecturer, Department of Business Studies, Gulf College, Mabaila, Muscat City, Sultanate of Oman

Abstract

In this research paper the researcher discusses the effect of rebranding and repositioning on Brand image and service of Ooredoo. The researcher has selected rebranding and repositioning as independent variables, brand image and brand service as dependent variable. The study is done in Oman (Muscat). The research Philosophy used in this study was Interpretivism because the researchers were trying to find out the impact on rebranding and repositioning about the Ooredoo as well as the deductive approach is used in this study.. Hypotheses are built and significant of each variable is tested, cross tabulation and T-test has been done based on factors analysed. Primary Data were collected through questionnaire and secondary data from journals and websites.Neural Network has been done to test the dependent variable as well as the covariant. Analysis is done using Spss software. A model has been created using neural network based on the findings of the study. It was found out that there is no tagline for Ooredoo and the researchers recommended that the organization should have a tagline to attract the customers. An another recommendation which has been made is that the Ooredoo has to concentrate on Networking, Services offered to the customers as well as on the part of technological development. To conclude this study will be highly useful to the organization as well as the customer who were using the Services of the Ooredoo. It is highly essential for Ooredoo to improve level of brand services to retain the brand image as that of Nawras.

Key Words: Branding, Rebranding, Repositioning, Brand image and Brand Service.

INTRODUCTION

In the following paper, researcher will be examining a recent rebranding on "Ooredoo" in Telecom sector in Muscat city, Sultanate of Oman. Researcher felt the need for this study in two perspectives. The first importance is given to the organisation that has done rebranding already focusing to expand the telecom services internationally. Previously the brand name used was Nawras which was a local brand and brand recognition will be difficult internationally. Secondly to know the customers opinion regarding the brand image and brand services provided by Ooredoo.

OBJECTIVES

1. To identify the effects of rebranding and repositioning on Ooredoo.
2. To evaluate the impact of rebranding on brand image.
3. To evaluate the impact of repositioning on brand services.

HYPOTHESES TESTING

H_0^1= There is no significant difference the preference of customers before rebranding and after rebranding it into Ooredoo.
H_0^2=There is no significant relationship between brand image and rebranding.
H_0^3 = There is no significant relationship between brand service and brand repositioning.

LITERATURE REVIEW

Ahonen, Mari (2008), In their article review e titled, "Clarifying the stage of corporate branding strategy (1996-2007): a literature review and a classifications" has analyzed that corporate brand equity and values are some of that have been studied in corporate branding. Some of the recent areas are ethical issues, Consumer loyalty, and Consumer trust in corporate branding. He foundout that a great amount of studies concentrates on manager's perspective and employee's role in corporate branding and the work is done to clarify the gaps between internal and external perception of corporate brand.

Andripoulous and Monto-Gotsi (2007), in their article titled, "Understanding the pitfalls in the corporate rebranding process", Hasanalyzed that, while corporate rebranding momentum is accelerating the corporate decisions. His major findings states that the analysis highlighted four key pitfalls in corporate rebranding these are: Disconnecting with the core: Stakeholders Myopia, Emphasis on labels, not meaning – one company, one voice : the challenges of multiple identities.

Bill and Dale Miller (2008), hasanalyzed in their topic "Principles of corporate rebranding strategies", that their studies aims to highlight the importance of corporate rebranding practice. This is neglected in theoretical treatment.He has taken the case of Canadian leather goods retailer who have implemented a major corporate rebranding strategy. Their findings states that all six principles were supported indicating the need for maintaining, core values and cultivating the brand, linking the existing brand with the revised brand, targeting new segments, getting stakeholders "buy – in" , achieving alignment or brand elements and the importance of promotion in awareness building.

DATA ANALYSIS AND INTERPRETATION

Table 1.1

Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30	49	44.5	44.5	44.5
	31 to 40	45	40.9	40.9	85.5
	41 to 50	12	10.9	10.9	96.4
	51 to 60	2	1.8	1.8	98.2
	above 61 years	2	1.8	1.8	100.0
	Total	110	100.0	100.0	

Inference:
From the above table it is clearly depicted that the major percentage of respondents were under the category of 20 to 30 years of age and 31 to 40 years with 44.5% and 40.9% respectively.

Table 1.2

Income of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 500 Ro	15	13.6	13.6	13.6
	501 to 600 Ro	24	21.8	21.8	35.5
	601 to 700 Ro	24	21.8	21.8	57.3
	701 to 800 Ro	9	8.2	8.2	65.5
	above 801 Ro	38	34.5	34.5	100.0
	Total	110	100.0	100.0	

Inference:
From the above table we can analyze that 34.5 % of the respondents were getting income above 801Ro.

Table 1.3
Using One – sample t- test for the variables Age and Income Level of the respondents
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Age of the respondents	110	1.7545	.85870	.08187
Income of the respondents	110	3.2818	1.47226	.14037

Inference:
From the above table the mean score obtained by one- sample t-test shows that age and income of respondents obtained with 1.7545 and 3.2818 respectively.

Table 1.4
Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Scaling for rebranding Before	4.28	110	2.138	.204
	Scaling for rebranding After	3.60	110	2.335	.223
Pair 2	Age of the respondents	1.7545	110	.85870	.08187
	Income of the respondents	3.2818	110	1.47226	.14037

Inference:
The above paired sample t – test in comparison with Rebranding of Nawras brand before and After Rebranding as Ooredoo is having standard deviation of 2.138 and the mean value as 4.28. whereas in comparison of age and income level of the respondents with the standard deviation of 2.335 and the mean value pertain towards this pair was 3.60.

Table 1.5
Paired Samples Correlations

|		N	Correlation	Sig.
Pair 1	Scaling for rebranding Before &Scaling for rebranding After	110	.831	.000
Pair 2	Age of the respondents & Income of the respondents	110	.200	.036

Inference:
In testing the hypothesis 1: It shows that the preference of customer before and after have a good correlation with .831 which is positively correlated with the significance value .000 at 5% level of significance. Whereas the pair age and respondents were also significant with the significance value 0.036. So H_0^1 is rejected and it shows that the preference of customers were almost similar in their opinion before and after rebranding.

Table 1.6
Awareness about rebranding of Nawras into Ooredoo * Reflection of brand image and Ooredoo's name Crosstabulation

		Reflection of brand image and Ooredoo's name					Total
		Red color logo	Dynamic	Reliable	Business like	Popularity	
Awareness about rebranding of Nawras into Ooredoo	Yes	45	9	12	23	2	91
	No	2	7	2	4	4	19
Total		47	16	14	27	6	110

Chart 1.1: Showing the details of reflection of brand image and brand name preferences on rebranding.
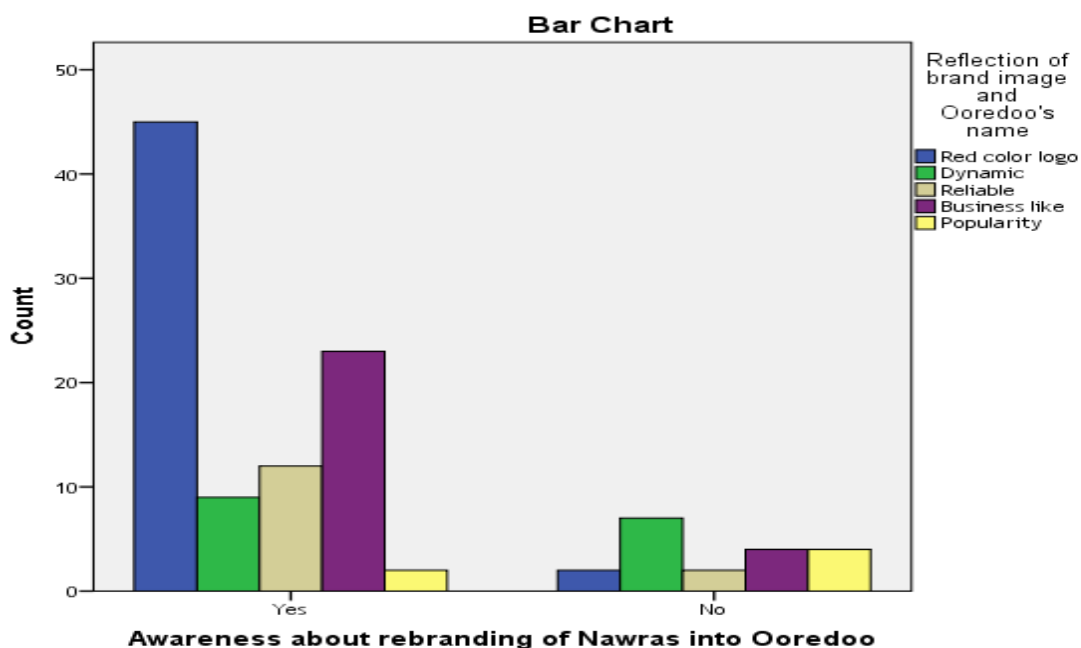
Inference:
On testing the hypothesis:
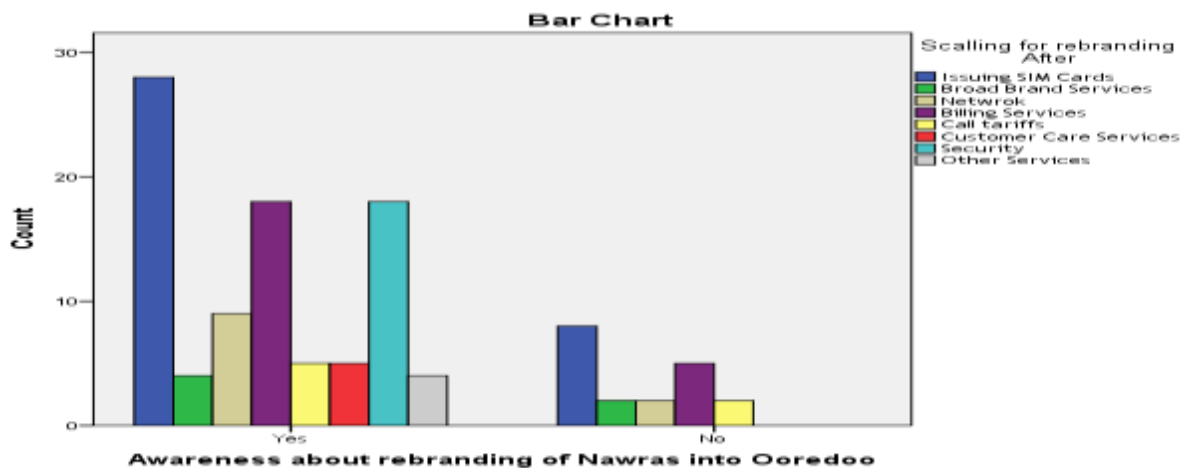**H_0^2 =There is no significant relationship between rebranding and brand image**
With the help of cross tabulation it is proved that H_0^2 is rejected, and the alternative hypothesis is accepted as there is good amount of relationship between rebranding and creating brand image. The customer says that after rebranding and the red colour logo created good reflection on brand name Ooredoo.

Table 1.7
Awareness about rebranding of Nawras into Ooredoo * Scalling for rebranding After Crosstabulation

		Scalling for rebranding After								Total
		Issuing SIM Cards	Broad Brand Services	Netwrok	Billing Services	Call tariffs	Customer Care Services	Security	Other Services	
Awareness about rebranding of Nawras into Ooredoo	Yes	28	4	9	18	5	5	18	4	91
	No	8	2	2	5	2	0	0	0	19
Total		36	6	11	23	7	5	18	4	110

Chart 1.2: Showing the details of Brand services and repositioning of brand
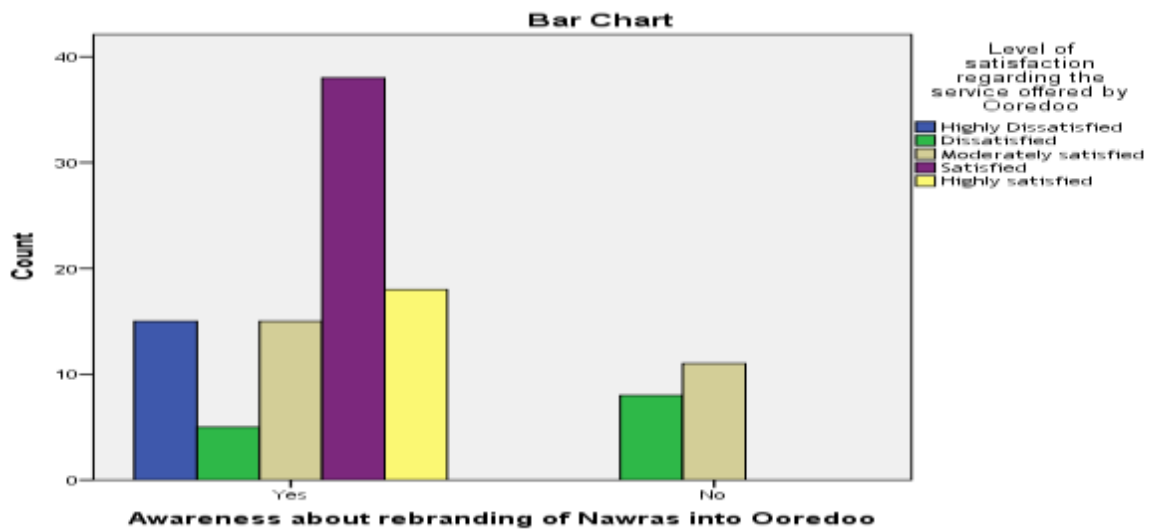

Inference:

In testing the Hypothesis : H_0^3 = There is no significant relationship between brand service and brand repositioning. The results obtain in the table 1.7 shows that the there is no significant relationship between the brand services and rebranding strategies. The H_0 is accepted. As The customer feel that almost all the services such as issuing sim card, broadbrand services, network, online services, call tariffs, customer call care services, security and other services shows some difference in repositioning of the brand. Customers have high expectations after repositioning of the brand.

Table 1.8
Awareness about rebranding of Nawras into Ooredoo * Level of satisfaction regarding the service offered by Ooredoo Crosstabulation

		Level of satisfaction regarding the service offered by Ooredoo					Total
		Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied	
Awareness about rebranding of Nawras into Ooredoo	Yes	15	5	15	38	18	91
	No	0	8	11	0	0	19
Total		15	13	26	38	18	110

Chart 1.3: Showing the details of Level of satisfaction regarding the services offered by Ooredoo


Inference:
From the above table 1.8 it shows that more than 50% of the respondents were satisfied with the rebranding of Nawras into Ooredoo. If the Ooredoo concentrates more on brand services offered to customers then the satisfactory level can be increased more.

Table 1.9
Using Neural Network – Multi layer Perceptron the following results have been obtained:
Network Information

Input Layer	Factors	1	Factors wish to change in Future in Ooredoo
	Covariates	1	Income of the respondents
		2	Age of the respondents
Hidden Layer(s)	Number of Units[a]		10
	Rescaling Method for Covariates		Standardized
	Number of Hidden Layers		1
	Number of Units in Hidden Layer 1[a]		5
	Activation Function		Hyperbolic tangent
Output Layer	Dependent Variables	1	Improvements done at Brand image and Branding needs
		2	Awareness about rebranding of Nawras into Ooredoo
		3	Level of satisfaction regarding the service offered by Ooredoo
	Number of Units		14
	Activation Function		Softmax
	Error Function		Cross-entropy

a. Excluding the bias unit

Chart 1.4: Neural Network Diagram
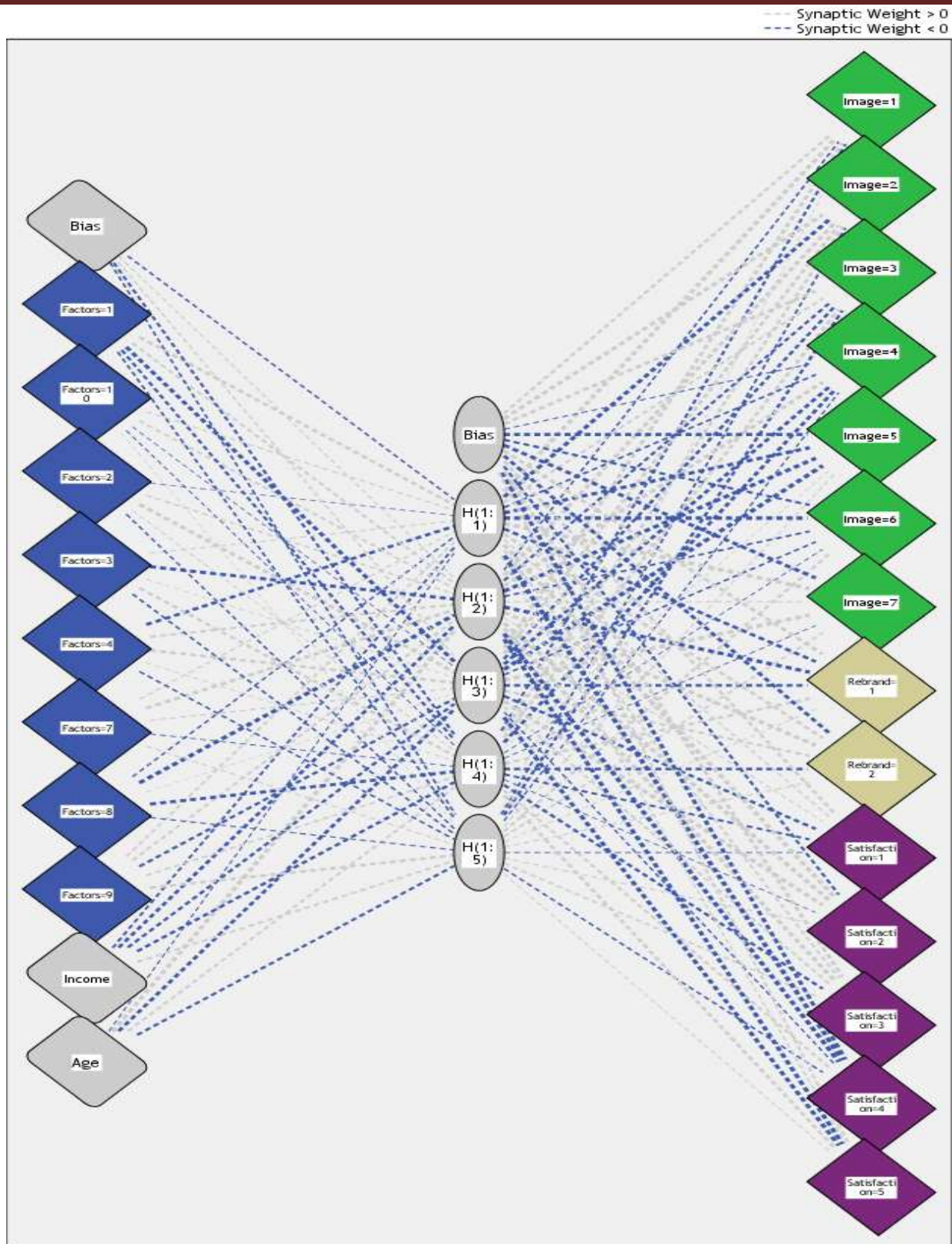
Hidden layer activation function: Hyperbolic tangent

Output layer activation function: Softmax

Table: 1.10

Improvements done at Brand image and Branding needs

Sample	Observed	Predicted							
		Logo	Name	Website	Publications	Advertisement	None	Others	Percent Correct
Training	Logo	16	0	0	0	0	0	0	100.0%
	Name	1	16	2	0	0	0	0	84.2%
	Website	0	0	9	0	0	0	0	100.0%
	Publications	0	0	0	8	0	0	0	100.0%
	Advertisement	0	0	0	0	11	1	0	91.7%
	None	0	0	0	0	0	6	0	100.0%
	Others	0	0	0	0	0	0	5	100.0%
	Overall Percent	22.7%	21.3%	14.7%	10.7%	14.7%	9.3%	6.7%	94.7%

Inference:

From the Neural Networking Diagram and the results it is clearly understood that the factors such as Logo, Name, Website, Publications, Advertisement has to be given more importance as branding need and the improvements has been done to develop the brand image. A good networking has been created on Level of importance give for Ooredoo and Omantel brands in comparing the image, Rebranding strategies, factors to be improved with the independent variables age and income level of the respondents.

RECOMMENDATIONS

- Even the rebranding is highly successful there is no tagline to attract the minds of the customer.
- Being as a new entrant to international marketing the Ooredoo need to concentrate more on the factors to be improved such as SIM Card services, Technology, Services offered to customers, security and on the Networking.
- There should be some attraction in Advertising to capture the minds of the customers as the logo is very simple.
- The word OOREDOO written on the red color logo is not appealing so there should be some more colors which could remain in the minds of customers for a long period.

CONCLUSION

From the findings pertain to the studies an analysis on rebranding and repositioning of the rebranding as Ooredoo shows a great implication for this study. From the results got through the various analysis done it is understood that it is the right time that Nawras brand Name has been Rebranded as Ooredoo as it step into the international marketing. The factors such as Logo, Name and Brand image were satisfactory. But the organization is not having any tagline to capture and attract the people in Muscat City.

BIBLIOGRAPHY

- Ahonen , Mari (2007), "Clarifying the stage of corporate branding strategy (1996-2007)", Proceeding of the Australian & New Zealand Marketing Academy Conference ANZMAC 2008, PP 1-3.
- Anriopoulous, Monto-Gotsi (Brunel Business School, Brunel University, Uxbridge, UK, "Corporate Communications: An International Journal". 'Understanding the pitfalls in the corporate Rebranding process', Volume: 12, Issue: 4, PP 341 – 355, ISSN – 1356 – 3289.
- Bill Merritees, Dale Miller, Department of Marketing Griffith University, Gold Coast Australia, "Principles of Corporate Rebranding", "European Journal of Marketing", Volume: 42, Issue : 5/6, PP – 537 – 552.
- Dawn Dobni,(1990), University of Houston, "In Search of Brand Image: A foundation Analysis", "Advances in consumer Research", Volume 17, PP 110-119.
- HadisNemati et.al. (2013), "Brand Equity from the perspective of customers", "Arabian journal of Business and Management Review, Volume: 2, Issue No:10, PP 13- 19.
- Maha Al Balushi, et.al (2014), "Review of awareness and views on branding oman as a nation", "journal of indian business research", Volume: 2, Issue:3, PP: 153- 165.
- SundusZahid, Ms.NaintaraSarfaraz Raja, (Feb 2014) , "Effect of rebranding and Repositioning on brand Equity considering Brand loyalty as a Mediating Variable", 'IOSR Journal of Business and Management, Volume 16, Issue 1, Version VII, PP 58-63, ISSN : 2319 -7668.