

A Study on Rebranding Strategies

A Senior Project

Presented to

The Faculty of the Graphic Communication Department  
California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Science

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December, 2013

**Abstract:**

This project is a study on rebranding strategies. Companies go through a rebrand to change their strategy and direction. Many companies succeed by going through these processes, while many others fail.

In addition to extensive research on past company rebrands, a questionnaire was conducted on a sample of 25 individuals of various ages about their experiences with brands and rebranding in order to compare their responses with actual company decisions.

Participants provided insight on their own personal behaviors, decisions, and perceptions about brands and purchasing products. The study concluded that, on average, quality was more important than price in almost all purchasing decisions. Participants' responses correlated directly with why many major brand stumbles occurred in history including major logo, packaging, and product changes and why many brands succeeded, including superior quality, reliability, familiarity, and usability or design; however, not one of the participants mentioned humor in advertising as a reason for choosing or switching from a brand as is the trend in advertisements today.

## **List of Figures**

Figure 1. Tropicana .....	9
Figure 2. New Coke .....	9

Figure 3. Old Spice .....	11
Figure 4. Pabst China .....	12
Figure 5. Pabst USA .....	13
Figure 6. Age .....	16
Figure 7. Gender .....	16
Figure 8. Income .....	16
Figure 9. Occupation .....	16
Figure 10. Perceived Rebranding Timeframe .....	17
Figure 11. Suggested Rebranding Timeframe .....	17
Figure 12. Advertisement Influence .....	18
Figure 13. Advertisement Influence – Gender .....	18
Figure 14. Advertisement Influence – Age .....	19
Figure 15. Advertisement Influence – Income .....	19
Figure 16. Advertisement Influence – Occupation .....	20
Figure 17. Traditional vs. Updated Brands .....	20
Figure 18. Traditional vs. Updated Brands – Gender .....	21
Figure 19. Traditional vs. Updated Brands – Age .....	21
Figure 20. Traditional vs. Updated Brands – Income .....	22
Figure 21. Traditional vs. Updated Brands – Occupation .....	22
Figure 22. Go-To Brand Types .....	23
Figure 23. Go-To Brand Types – Gender .....	24
Figure 24. Go-To Brand Types – Age .....	24
Figure 25. Go-To Brand Types – Income .....	25
Figure 26. Go-To Brand Types – Occupation .....	25
Figure 27. Go-To Brand Reasoning .....	26
Figure 28. Go-To Brand Reasoning – Gender .....	26
Figure 29. Go-To Brand Reasoning – Age .....	27
Figure 30. Go-To Brand Reasoning – Income .....	27
Figure 31. Go-To Brand Reasoning – Occupation .....	28
Figure 32. Wait or go to Competition .....	28
Figure 33. Wait or go to Competition – Gender .....	29
Figure 34. Wait or go to Competition – Age .....	29
Figure 35. Wait or go to Competition – Income .....	30
Figure 36. Wait or go to Competition – Occupation .....	30
Figure 37. Outdated Image .....	31
Figure 38. Reasons for Switching .....	31
Figure 39. Reasons for Switching – Gender .....	32
Figure 40. Reasons for Switching – Age .....	32
Figure 41. Reasons for Switching – Income .....	33
Figure 42. Reasons for Switching – Occupation .....	33
Figure 43. Major Stumble Reasons .....	34
Figure 44. Major Stumble Reasons – Gender .....	34
Figure 45. Major Stumble Reasons – Age .....	35
Figure 46. Major Stumble Reasons – Income .....	35
Figure 47. Major Stumble Reasons – Occupation .....	36
Figure 48. Major Stumble Mentions .....	36

## List of Tables

Table 1. Go-To Brands .....	23
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## Table of Contents

<b>i. Chapter One: Purpose of Study .....</b>	<b>4</b>
<b>ii. Chapter Two: Literature Review .....</b>	<b>6</b>
<b>iii. Chapter Three: Methodology .....</b>	<b>14</b>
<b>iv. Chapter Four: Results .....</b>	<b>15</b>
<b>v. Chapter Five: Conclusions.....</b>	<b>37</b>
vi. Recommendations for Future Research.....	40
<b>vii. References.....</b>	<b>42</b>
<b>viii. Appendices.....</b>	<b>44</b>
ix. Questionnaire.....	44
x. Responses .....	45

### Chapter 1: The Purpose of the Study

The brand of a company is essential to its success. It identifies a company and makes it

recognizable to the customer. Branding includes the design of icons, colors, and messages. It is important for organizations to create and maintain a consistent brand in order for consumers to identify and support them – also known as brand awareness. Brand awareness is important for consumers as well because they find comfort in brands they are familiar with. They generally are able to formulate an opinion about the product or service after seeing the logo alone. However, over time some companies that have diminished sales find it necessary to recreate their brand in order to freshen or rejuvenate their reputations. Re-branding is a complex, high risk, high reward process that organizations must execute carefully in order to maintain their existing customer relationships while also attracting new customers.

Organizations go through a rebrand in order to prevent their brand from growing old and out-dated, or from getting lost in the shuffle of the market altogether. They use the new brand as a marketing tool to save or to improve their identities. Some companies choose to simply change a logo or color scheme, while others change everything including the brand message. If customers respond well and sales or market share increase, the rebrand is considered a success.

On the other hand, rebranding also has the potential to weaken, or even destroy a company. Many people do not like change, so a company must suffer for a short period of time directly after a rebrand. Sometimes, the adjustment period ends, and consumers learn to embrace the new brand. Other times, the change proves fatal for the organization as consumers resist the change and move to other brands. There is no one correct path for a company to choose when rebranding that will lead to automatic success; therefore, significant research must be done before making the change.

The purpose of this study was to study and analyze the processes of multiple iconic rebrands – successful and unsuccessful – to benefit future organizations during their future rebranding transitions. My research examined a variety of companies, all with different original values, different goals, and different approaches to reinvent their brands. These case studies presented a variety of innovative steps and choices along with many overdone and bland ideas. These steps derived from experts in the field were used to examine companies currently in transition of a rebrand will help organizations predict whether they will succeed or fail. They will then be able to use these results to aid their future rebranding process to better ensure their companies' successes.

My goal is to educate myself on the importance of branding and the use of it as a marketing tool in our market economy. I will use these tools to predict the outcomes of design and marketing changes and to aid organizations in choosing the right path during rebranding to reach their ultimate goals. With this knowledge, I hope to pursue a career in marketing and advertising and become a leader in the industry.

## **Chapter 2: Literature Review**

Brands, like people, have a fear of the aging process. Much like aging, companies choose to rebrand to get a newer, fresher look and feel to stay relevant. “Once a brand has

become old and stale it is as good as dead” (Haig, 2003). But deciding to go through a rebranding is only the first step of the process. It is a great risk for a company to change their identity. “Typical methods include changing [the product or company] name, changing [the] overall look, and even changing [the] brand philosophy” (Haig 2003). Rebranding is risky because the customers they already have may no longer recognize the company, or they may entirely reject the change. The reason companies decide to follow through with these changes, even at such great risk, is the equally great reward that may follow. If a company is plummeting in sales and stock value, these changes can potentially completely turn its fortune around. This is why more struggling companies have decided to take the risk. “In the United States there are now around 3,000 company name changes every year. In 1990, the figure was closer to 1,000” (Haig).

Many companies have unsuccessfully tried to change their brands. One example of this is Miller Brewing Company, which was on track to overtake Budweiser in the race for best beer. They have repeatedly failed with multiple rebrands and brand extensions. Miller continues to reach out to new customers to create a larger market share. Unfortunately when doing this, “a brand risks alienating its core market” (Brand Extension Failures, n.d.). For example, Miller launched High Life Beer to attempt to reach out to women. This alienated the male customers of Miller, and made the company realize that “as testosterone increases, so do sales.” They later launched Miller Lite, which was successful, but in turn, “decreased High Life sales” (Brand Extension Failures). The same theme has continued over time with all of their extensions. MGD lowered Miller Lite sales, and then came Miller Lite Ice, Miller High Life Lite, Miller Genuine Draft, Miller Genuine Draft Lite, Miller Reserve, Miller Reserve Lite, Miller Reserve Amber Ale and the very short-lived Miller Clear, Miller Regular. “The trouble

was not so much that there were too many Miller brands (although that was indeed a problem) but that they were variations of each other, rather than a variation of one core brand” (Brand Extension, n.d.).

Another reason for their failure to reach their goal is that they continued to mimic their competitors’ ad campaigns instead of creating their own theme. This is essentially helping their competition while spending their own money. For example, Miller aired a series of commercials that featured an immature man who gained popularity because of Miller. Bud had the same type of commercials, so even when consumers saw the Miller commercial, they believed it was a commercial for Bud (Growing Share, n.d.). Miller tried so hard to be on top that their name was lost in the shuffle, and Bud’s came out ahead.

The most detrimental part of their tactics was the consumers’ reactions. Having too many choices baffled them. Not only did they have Budweiser and Coors brands competing with the Miller, but Miller itself also had so many brands to choose from. Trout said, “the more variations you attach to the brand, the more the mind loses focus” (as cited in Brand Extension Failures). Miller continues to have to fight to reach the top spot because they “never learn from their mistakes” (Brand Extension Failures). They need a core brand to tweak, not several little brands.

Another failed rebranding example is Tropicana’s packaging redesign. Tropicana is the national leader in fruit juices, most recognized for its orange juice. Their goal in their exact words was, to create a "historic integrated-marketing and advertising campaign ... designed to reinforce the brand and product attributes, rejuvenate the category and help consumers



Figure 1. Tropicana



rediscover the health benefits they get from drinking America's iconic orange-juice brand." They replaced the signature orange with the spiral straw with a glass of orange juice. They also lightened the green of the logo and placed it with a vertical format on the carton.

Customers rejected the change, saying "its bland photography, made the product look like an own-store discount brand (Terrett, n.d.)." Following the relaunch, "sales of the Tropicana Pure Premium line plummeted 20% between Jan. 1 and Feb. 22, 2009,



Figure 2. New Coke

costing the brand tens of millions of dollars" (Tropicana, n.d.). "Unit sales dropped 20%, [and] dollar sales decreased 19%" (Tropicana). Along with this, competitors such as Minute Maid, Florida's Natural, Tree Ripe, and even private-label brands benefited greatly (Tropicana, n.d.). After just two months on the shelves, Tropicana quickly retracted their new design and put the traditional packaging back on display.

A classic failed rebranding example is the 1985 New Coke fiasco. The rivalry between Coca-Cola and PepsiCo has been a long and unfriendly one. It became even more intense when PepsiCo introduced the Pepsi Challenge – a blind taste test of Coke vs. Pepsi. "To the horror of Coca-Cola's longstanding company president, Robert Woodruff, most of those who participated preferred Pepsi's sweeter formula (Classic Brand Failures, n.d.)." Regular Coke was losing market share to, not only Pepsi, but also Diet Coke, Fanta, and Sprite, and other brands (Classic Brand Failures, n.d.). Coca-Cola company decided the only thing to do to save their number one position was to create a new formula – hence, the introduction of New Coke. Since "it couldn't have two directly

competing products on the shelves at the same time... [they] decided to scrap the original Coca-Cola and introduced New Coke in its place” (Classic Brand Failures, n.d.).

Customers were not at all pleased with this change. “As soon as the decision was announced, a large percentage of the US population immediately decided to boycott the new product” (Classic Brand Failures, n.d.). Although much time, money, and skill was placed into consumer research on the new formula, nothing could overpower the consumers’ emotional attachment and passion for the original Coca-Cola brand (Classic Brand Failures, n.d.). Although the taste may have been improved with the new formula, Coke had lost its key brand asset: originality” (Classic Brand Failures, n.d.).

Coca-Cola Company quickly returned the original formula to the shelves with the name “Classic Coke” and the brand returned to its number one spot. Some say New Coke was ‘the biggest marketing blunder of all time’ while conspiracy theorists believe it was a “deliberate marketing ploy to reaffirm public affection for Coca-Cola” (Classic Brand Failures, n.d.). Coca-Cola denies that it was all planned, with chief operating officer stating, “The truth is we are not that dumb, and we are not that smart.” Either way, the New Coke was a failure, but it did reassure the brand that Classic Coke is, and probably always will be, number one.

Not all companies rebrand unsuccessfully. There are many success stories, such as Old Spice. Old Spice was always associated with older men. After Proctor & Gamble purchased the brand, they began to rejuvenate the out-dated name. They launched the “Swagger” campaign to compete with Axe deodorant. Shortly after that, the ad agency Weiden and Kennedy launched a “series of Youtube videos featuring Isaiah Mustafa aka The Old Spice guy: *‘the man your man could smell like’*” (Old Spice, n.d.). These videos



Figure 3. Old Spice

“engaged their viewers by posting video replies to questions and messages that had been directed to the Old Spice guy via other social networking sites” (Old Spice, n.d.). They then decided to add another element of viewer interaction by introducing Fabio, the new Old Spice guy, to duel for the spot of Old Spice guy (Old Spice). Viewers would vote and suggest what would happen next to influence the winner, leaving Old Spice guy as the champion.

The social media campaign was an ultimate success, increasing sales by 107% and making Old Spice the U.S. leader in shower gel (Old Spice, n.d.). According to marketers, the best part of this campaign was that it “effectively promoted itself via social media channels and news outlets... [by using] a simple formula to tempt people into sharing and replicating it with their own spoofs” (Old Spice, n.d.). The videos also received reactions from celebrities, promoting the brand even further. Finally and most importantly, it involved the viewers, allowing their decisions and ideas to alter the outcome, keeping them from losing interest in the campaign (Old Spice, n.d.).



Figure 4. Pabst China

Taking an entirely different approach, Pabst Brewing Company also had a successful rebranding campaign. In the United States, they had the reputation of being a “cheap college beer.” The company wanted to take on an entirely new approach by entering a fresh market. They researched Chinese culture and realized that the Chinese like “trophies and medals” which is the logo of the Pabst Blue Ribbon beer (gawker, n.d.). They changed the bottle and the formula to create a high-end version of Pabst. With this identity, a bottle of Pabst is considered a luxury and costs \$44 per bottle in China.

The Chinese love this exclusive brand line and see it as an imported delicacy.

“China's first real specialty beer, an all-malt, reddish brown strong (15.7 plato) ale, dry hopped with Cascade (38 IBU) and aged in new uncharred American whiskey barrels," Mr. Kornhauser reports. "It's being bottled in a nice looking 720-ml brown bottle with an enamel label and it is called Blue Ribbon 1844, a reference to Pabst's founding date” (gawker, n.d.).

It worked for Pabst because it catered to a specialized market. They realized that not much would change in the U.S. but that they could give themselves a new name in a new place.

In America, the brand has tried the traditional approach. They strived to become a historic brand, showing that father and son can connect while they drink together and tell college stories. Renock (n.d.) says, “this allows PBR to continue to be marketable toward the college student and the college student’s dad, all at one time.”

With so many companies taking the risk to create a new name for themselves, the marketplace could greatly benefit from a strict set of rules to follow to complete a successful rebrand. While no such list of rules exists, there are many takeaways from analyzing other companies’ stories. Vanegas (n.d.) states, “While rebranding



Figure 5. Pabst USA

can give a company new life, understanding why it’s necessary and how to communicate the new message to employees and customers are integral prior to a strategic brand evolution.” She also adds that “during a rebranding, management needs to balance integrating major changes with maintaining the level of comfort and familiarity that customers and employees are used to.” As Tropicana learned, companies should always use focus groups and do great amounts of research about customer wants because

“Customer perceptions are typically what influence a rebranding” (Vanegas, n.d.).

Richard Duncan, managing director of South African marketing consultancy TBWA, further supports consulting customers “as marketers are often so close to the brand that at times they can see a problem where there isn’t one.” He also says “not to undermine the fundamental values and strengths of your brand and ensure that whatever you do is in sync with your business rationale and aims.” This also ties into a tip from the head of the Creative team at Photodex, which is to “know your strengths and weaknesses.” From both Coke and Tropicana, we have learned that their brands were based on tradition, and when they tried to change that, the consumers were left in shock. Miller learned to never extend a brand too far, and to keep it simple. Old Spice showed the value in social media marketing, and that adding the element of viewer participation keeps customers interested longer. While Pabst’s overseas approach may be extreme for many companies, they learned that introducing your product to a new market (which could be just another city for example) could save your brand.

There are many ways to successfully rebrand a company, and there is no one path to follow that will automatically lead every company to success. Sometimes it is better to stick with your brand’s mission and vision in order to retain current customers. It is always imperative to research, research again, and research some more before introducing the changes. Whether adding a brand extension, entering a new market, changing the look, or simply changing marketing techniques, each company requires a different strategy to reach their ultimate goals.

### **Chapter 3: Methodology**

There are many different paths an organization can take after deciding to go through a rebrand. They can decide to simply change a logo, alter the target market, or completely reinvent their brand identity. Therefore, the objective of this study was to determine the most important steps to follow, and to avoid, to complete a successful rebrand.

After researching many organizations that underwent the rebranding process and analyzing their successes and mistakes, the study turned to the consumers to get their feedback. Customers were asked questions about their preferences before and after rebrands, brand preferences, how advertisements affect their purchasing decisions, and if they had any personal stories about how a rebrand affected them. The questionnaire included a sample of about twenty-five consumers – who were interviewed in person, over the phone, or via e-mail – to collect qualitative data. The results of these questions were compared with the demographics of the consumer (age, gender, occupation, and household income) to see if there were any trends in the responses.

An audience of consumers of all ages was selected to answer survey questions and then follow up with a more personal interview. Once results were obtained, they were analyzed and compared to the information from the organizations' rebranding actions. Correlations in the data were established to create a realistic guide containing steps on how to successfully rebrand a product. Finally, these correlations were distilled into the tips that organizations could use to avoid mistakes and reinvent themselves throughout their future rebranding processes

## Chapter 4: Results

A questionnaire was conducted on 25 individuals of various ages about their experiences with brands and rebranding. Questionnaires were conducted in person, over the phone, and via e-mail. They answered four demographic questions and ten open response questions about branding. (See Appendix for complete questionnaire and questionnaire responses.)

The demographic results were as follows:

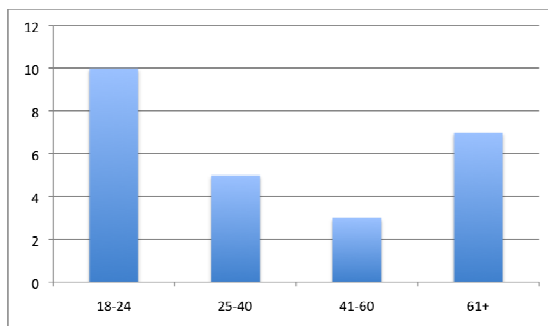


Figure 6. Age

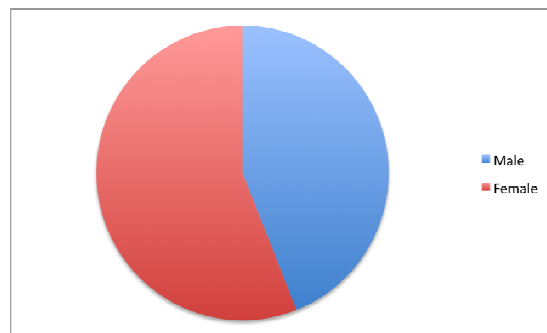


Figure 7. Gender

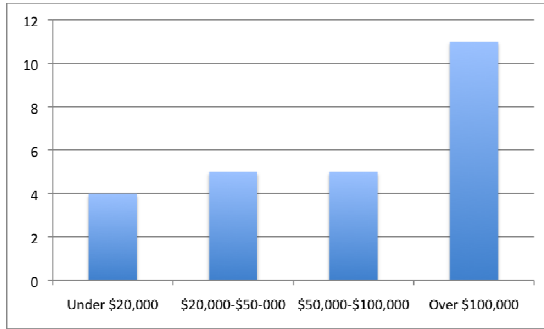


Figure 8. Income

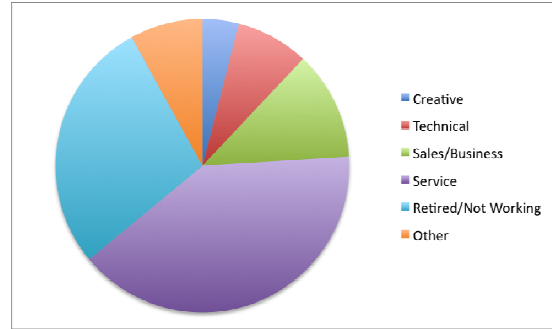


Figure 9. Occupation

The open response questions resulted as follows:

(\*Note: Some have more than 25 responses due to the fact that the questions were open-ended, leaving participants the ability to give more than one answer/reason.)

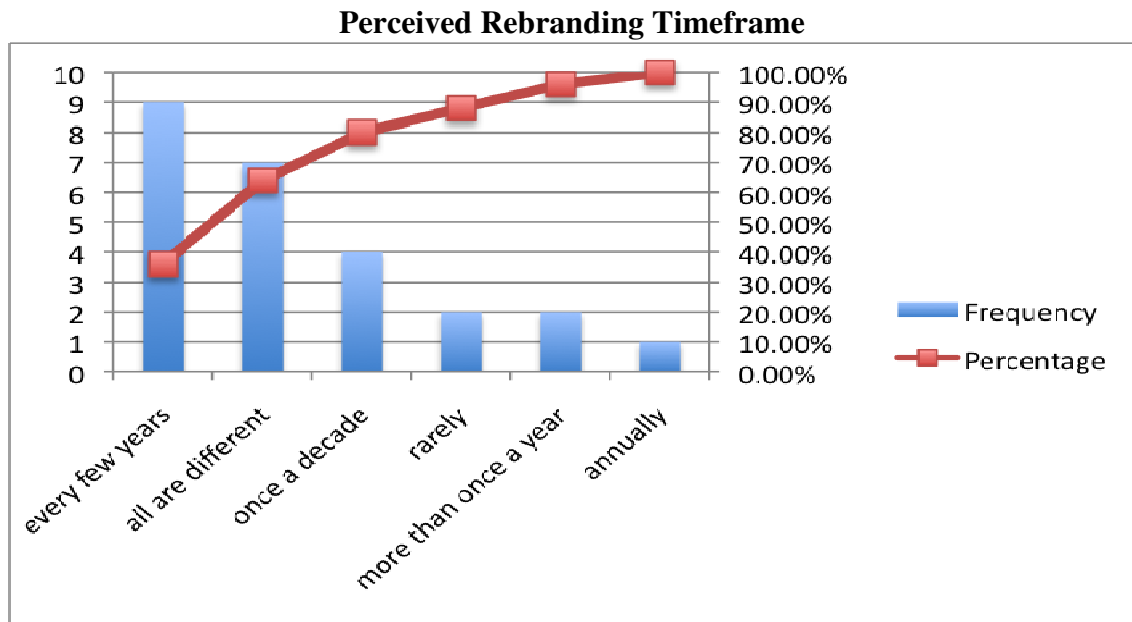


Figure 10. Perceived Rebranding Timeframe

Participants were asked how often they believe most brands go through a rebrand. The most frequent response from participants (9 of 25) was that they perceived brands to change once every few years. The second most frequent response (7) was that the rebranding timeframe was independent of the brand.

### Suggested Rebranding Timeframe



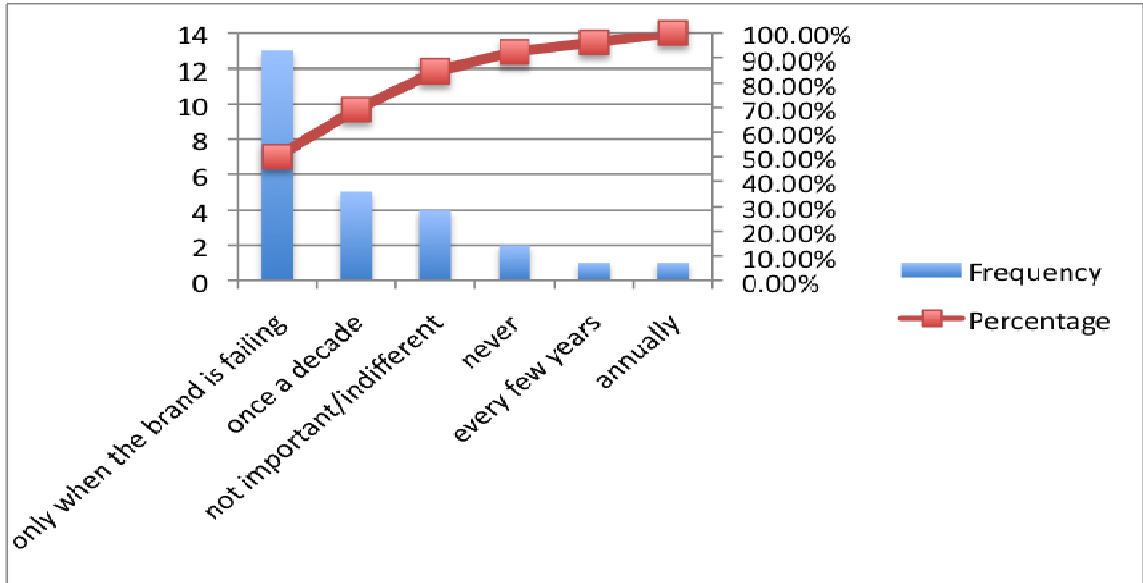


Figure 11. Suggested Rebranding Timeframe

When asked how often they felt companies should rebrand, participants most frequently (13 of 25 times) answered with no specific timeframe, but rather when the brand was failing or declining.

### Advertisement Influence

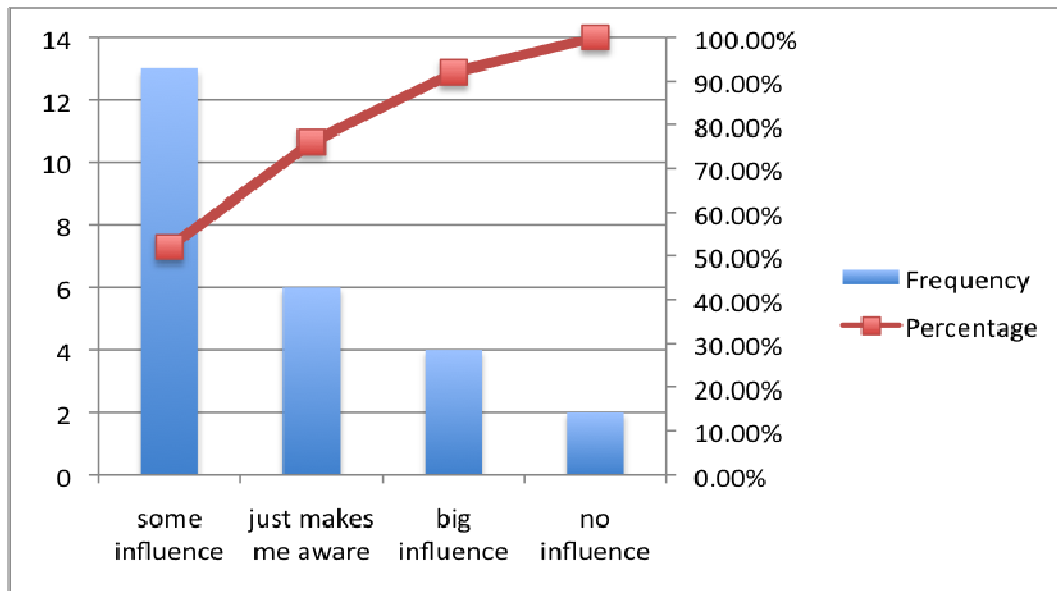


Figure 12. Advertisement Influence

13 of 25 participants claimed that advertisements had some influence on their purchasing decisions, positive or negative, but not a big influence. 6 participants said the ads did not make them want to purchase the item, but rather, made them aware to possibly research further from there. 4 said ads had a big influence on their purchasing decisions, and 2 said ads had absolutely no influence on them, positive or negative.

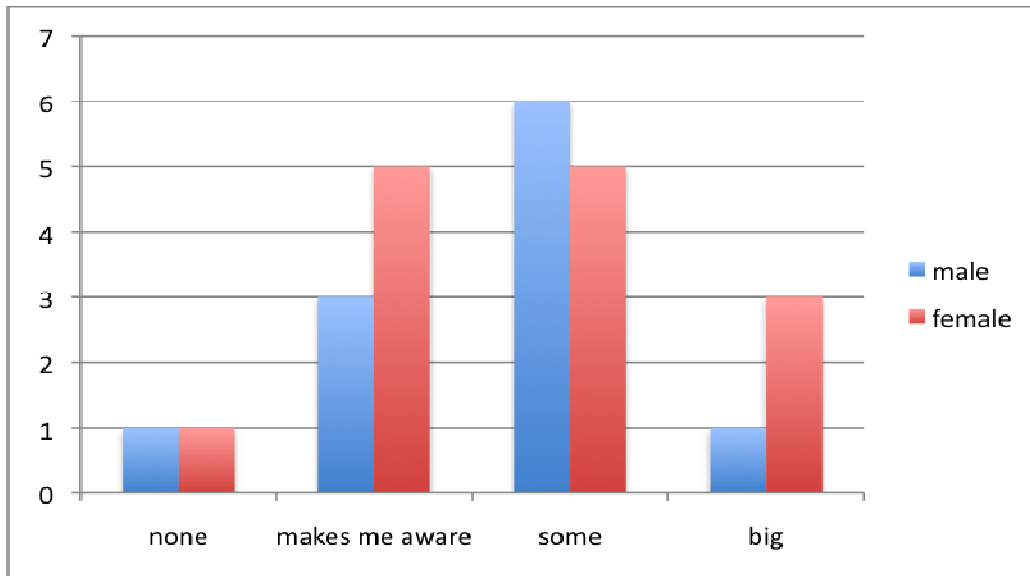


Figure 13. Advertisement Influence - Gender

The spread of participants' responses on advertisement influence based on gender. Gender results were fairly even across the board.

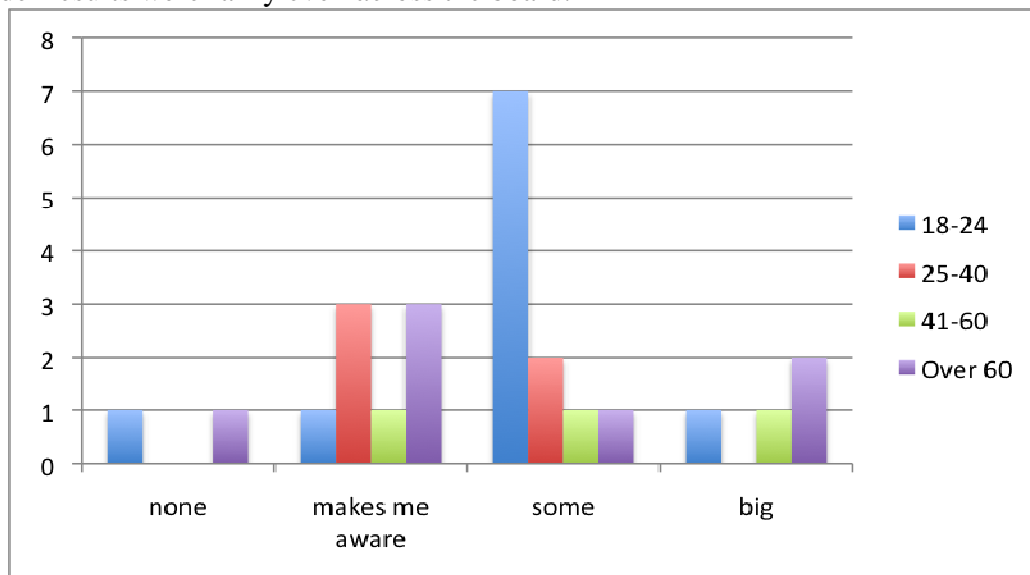


Figure 14. Advertisement Influence - Age

The spread of participants' responses on advertisement influence based on age. The younger age group mostly said advertisements had some influence on their purchasing decisions. The 25-40 age group was partially affected by advertisements, but they had no "big influence" or "no influence" responses.

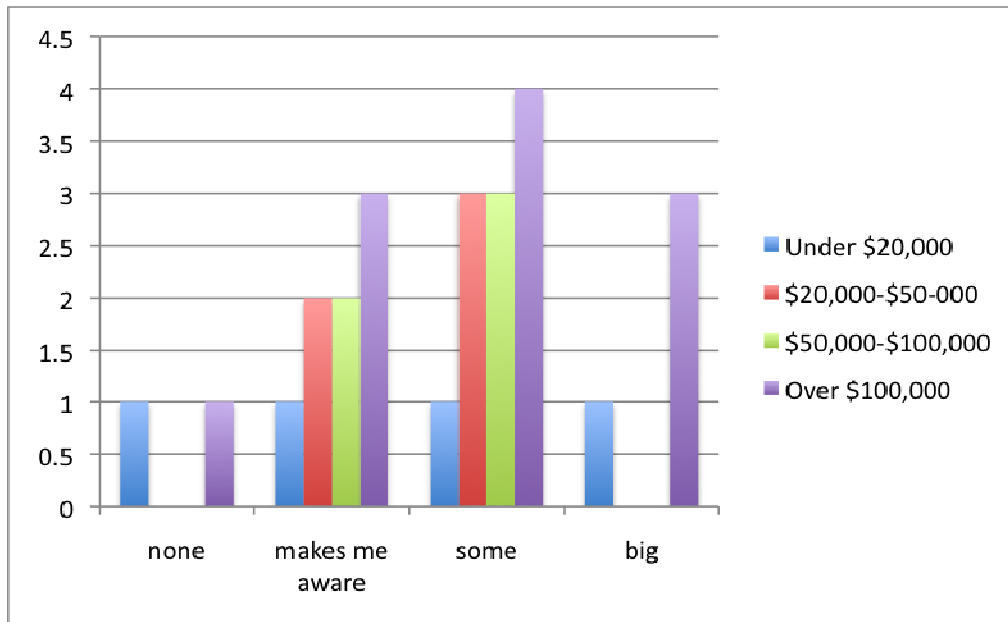


Figure 15. Advertisement Influence - Income

The spread of participants' responses on advertisement influence based on income. The highest and lowest income brackets had the most variety of responses. The over \$100,000 income bracket was most affected by advertisements.

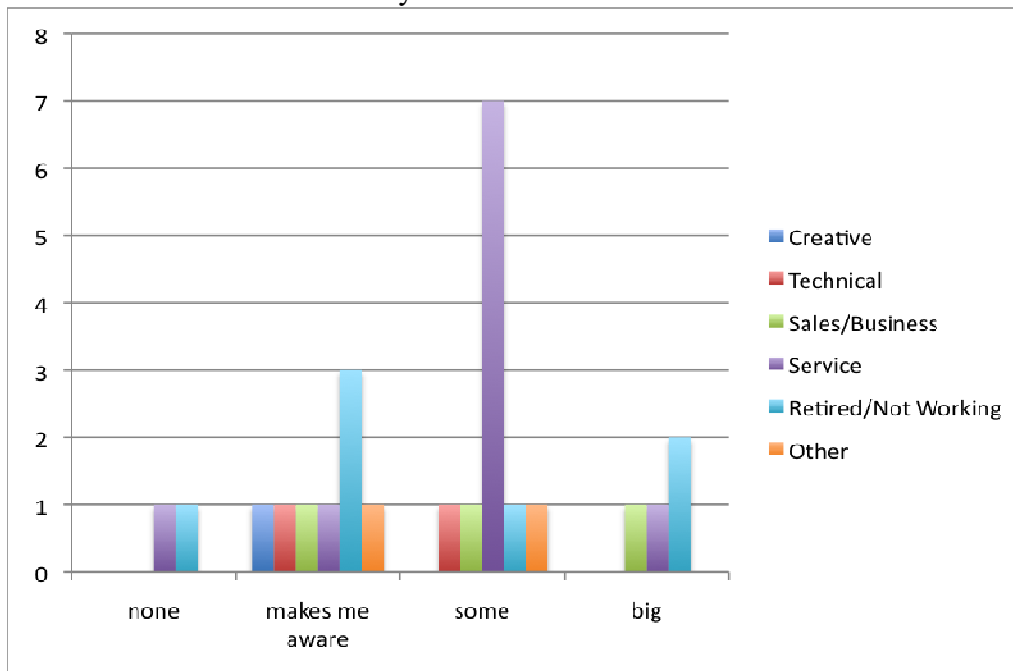


Figure 16. Advertisement Influence - Occupation

The spread of participants' responses on advertisement influence based on occupation. While most responses were even across the board, those in the service industry stated advertisements had a partial influence on their purchasing decisions.

### Traditional Vs. Updated Brands

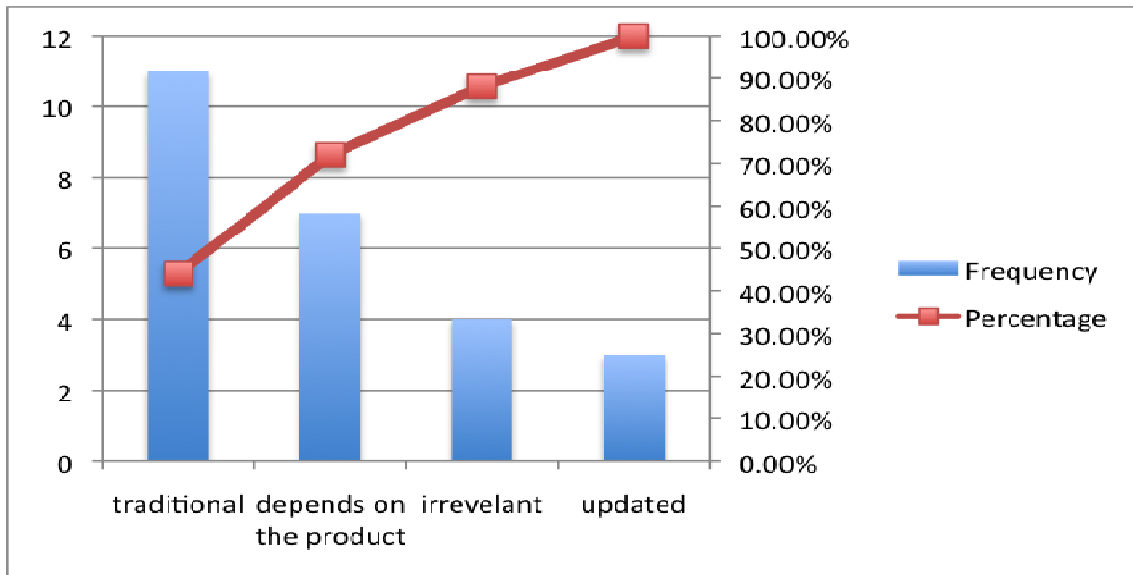


Figure 17. Traditional vs. Updated Brands

Participants were asked whether they prefer more traditional brands, or brands that update their look as trends change. 11 participants stated that they preferred traditional brands that stood the test of time, 7 said it depended on the product, 4 said it was irrelevant, and 3 said they preferred updated brands.

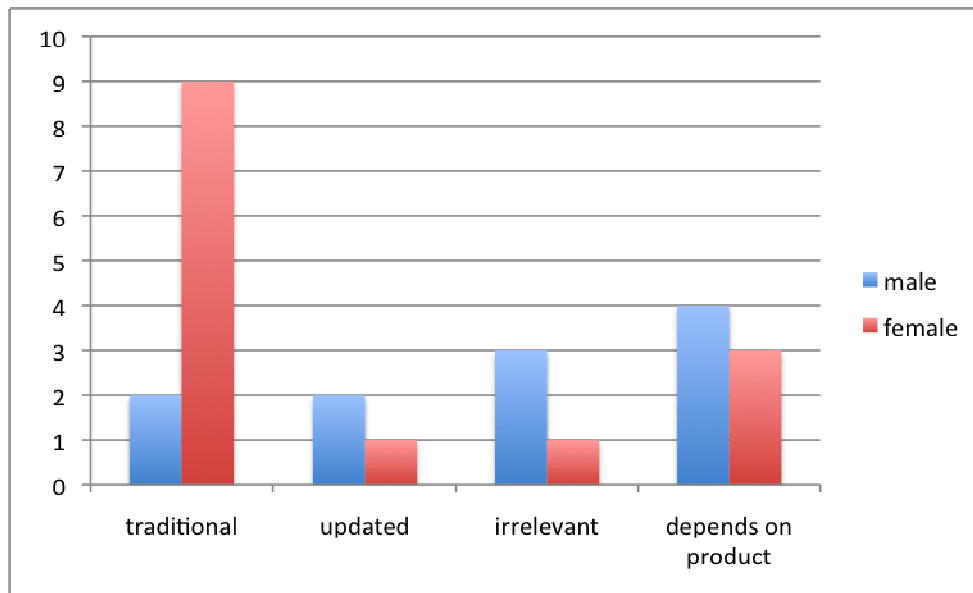


Figure 18. Traditional vs. Updated Brands - Gender

The spread of participants' responses on preference of traditional versus updated brands based on gender. Most responses were slightly more dominated by males, but females far prefer traditional brands.

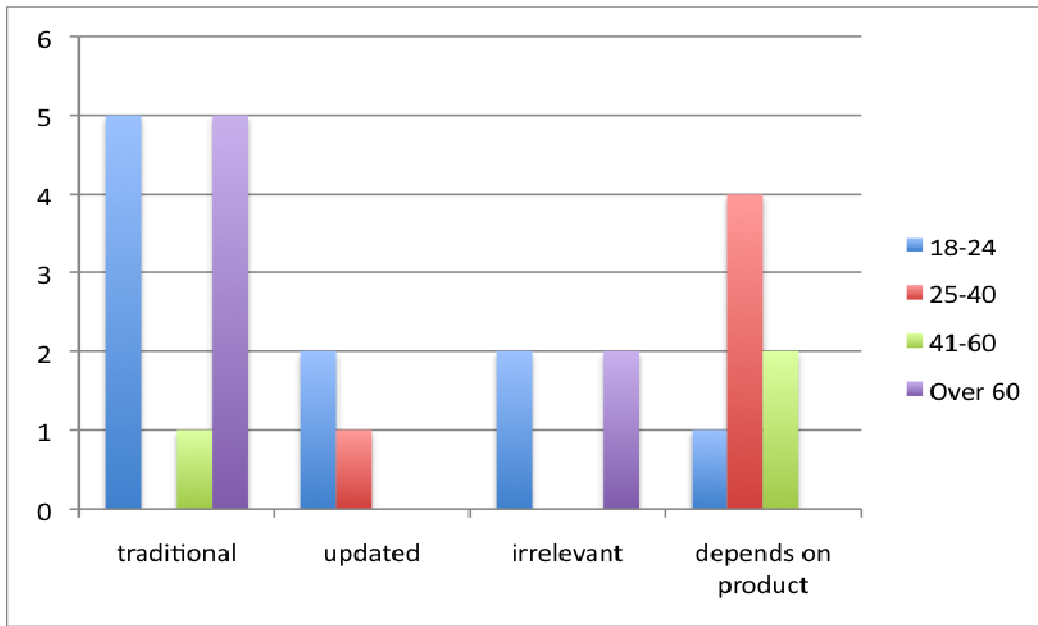


Figure 19. Traditional vs. Updated Brands – Age

The spread of participants’ responses on preference of traditional versus updated brands based on age. It seems the oldest and youngest age groups prefer traditional brands over all, while middle age groups say it depends on the product.

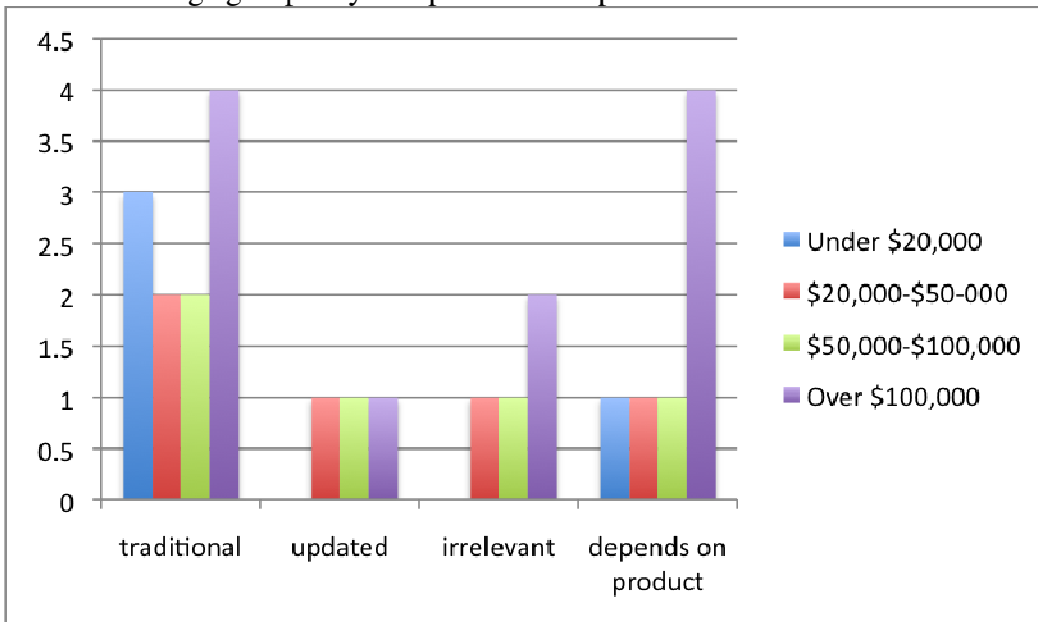


Figure 20. Traditional vs. Updated Brands - Income

The spread of participants’ responses on preference of traditional versus updated brands based on income. The lowest income bracket prefers traditional brands, while the highest income bracket is very spread out on their brand preferences.

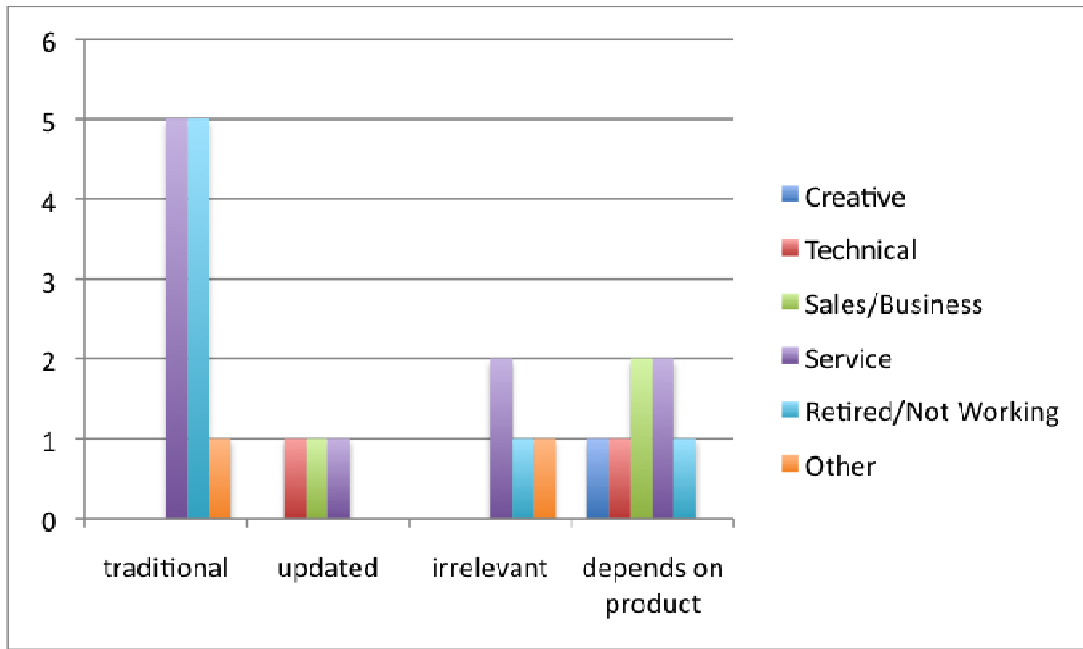


Figure 21. Traditional vs. Updated Brands - Occupation

The spread of participants' responses on preference of traditional versus updated brands based on occupation. Those not working or in the service industry much prefer traditional brands, while those in the sales/business, technical, and creative industries are less decisive.

### Go-To Brands

Participants were asked to name their personal go-to brands, or brands that they favored and returned to repeatedly. Their responses were as follows:

Apple	San Luis Sourdough	Evolve
Kirkland	Maybeline	Kleenex
Tide	Sonia Kashuk	Del Monte
Converse	Coke	Clorox
Mossimo/Target	Bare Minerals	Coach
Gillette	Duracell	Aveeno
Trader Joes	Nike	Merrell
Best Foods	The North Face	Jambu
Levi's	J. Crew	Clarks
Lucky Brand	Head and Shoulders	Pepsi
Reef	PacSun	Skippy's
Bakers	Oral B	Starbuck's
B.O.C.	United	
Heinz	Hilton	

Table 1. Go-To Brands

Most of these brands were only mentioned once, but a few were named multiple times. 5 participants stated Apple as a go-to brand. 3 participants each mentioned Kirkland and Tide. 2 participants each mentioned Converse, Mossimo/Target, Gillette, Trader Joes, and Best Foods.

### Go-To Brand Types

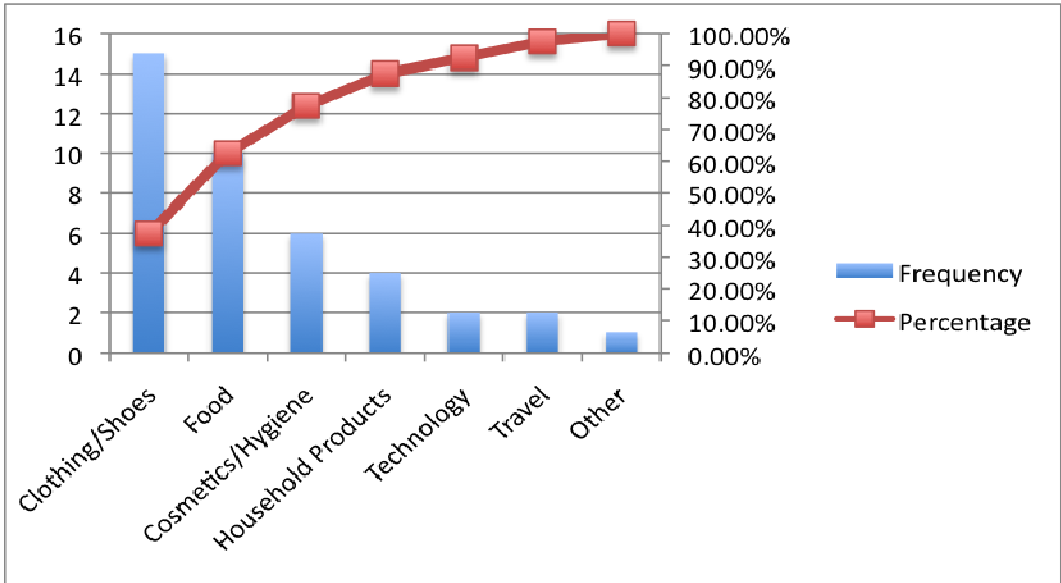


Figure 22. Go-To Brand Types

Of the 40 named go-to brands, 15 of them were clothing or footwear related. 10 were food related. 6 were cosmetic or hygiene brands. The rest were categorized as household products, technology, travel, and other brands.

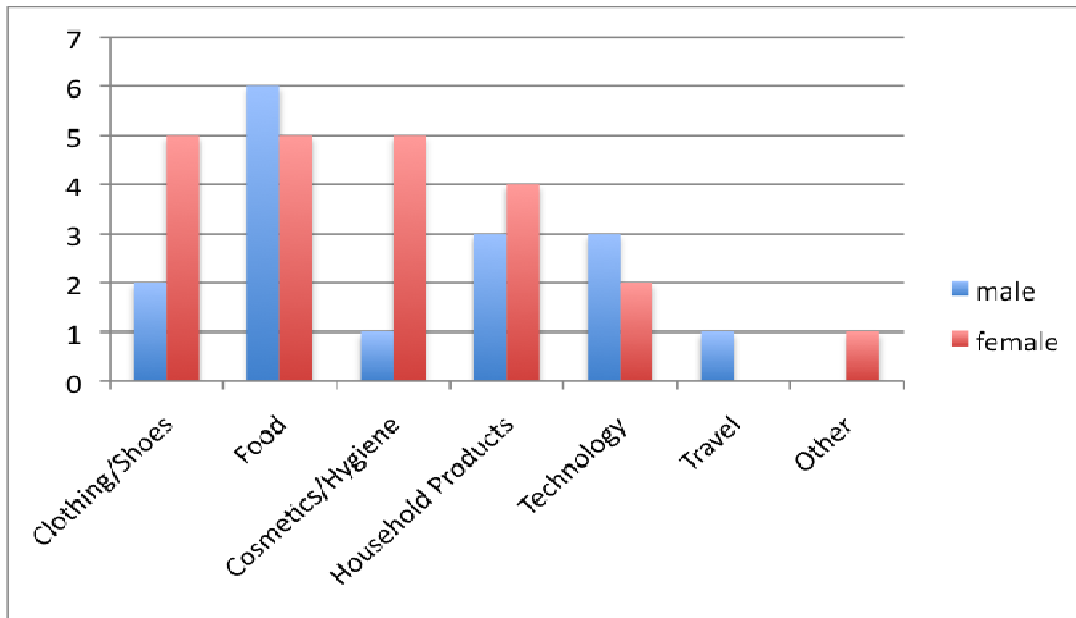


Figure 23. Go-To Brand Types - Gender

The types of go-to brands mentioned by participants based on gender. Gender results were fairly even across the board, but women stated clothing/shoes and cosmetic/hygiene products as go-to brands at a much higher frequency than men.

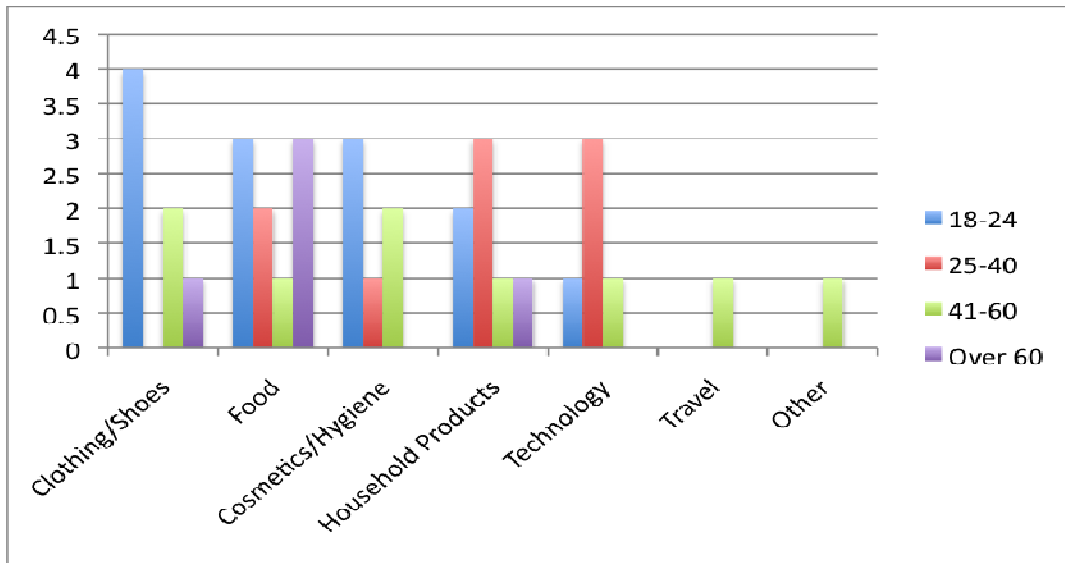


Figure 24. Go-To Brand Types - Age

The types of go-to brands mentioned by participants based on age. 18-24 year olds more frequently mentioned clothing/shoes, cosmetics/hygiene, and household products as go-to brands, while 25-40 year olds mentioned household products and technology more often. Many age groups mentioned food, and the 41-60 age group was the most diversified.

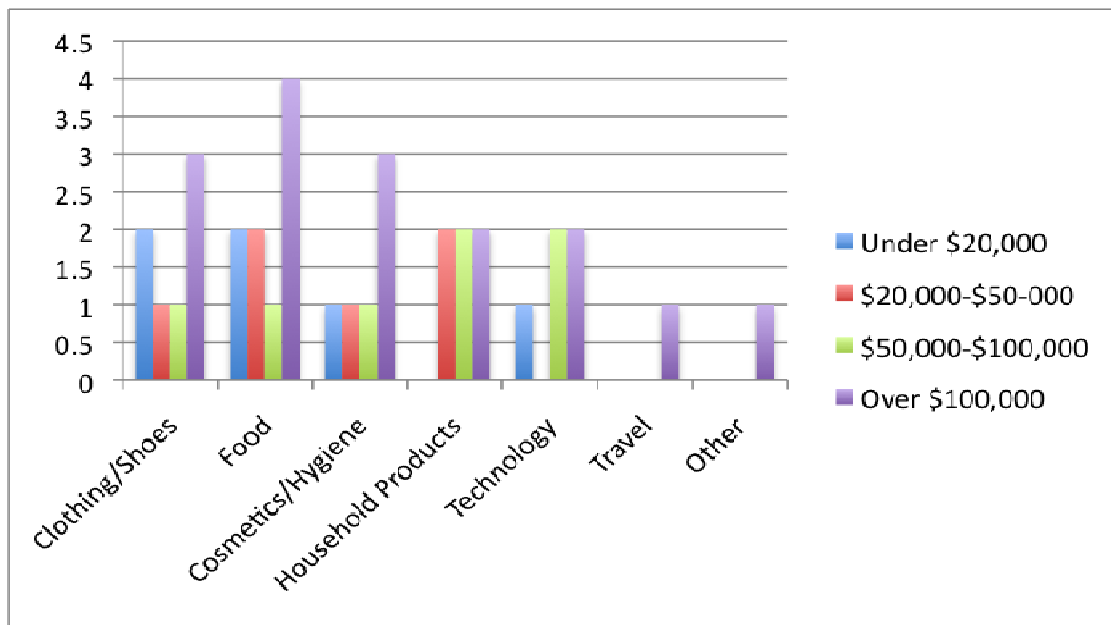


Figure 25. Go-To Brand Types - Income

The types of go-to brands mentioned by participants based on income. The highest income bracket gave the most diverse responses. The lowest and second lowest income brackets mostly focused on clothing/shoes, food, and cosmetics/hygiene, but differed on household products vs. technology.



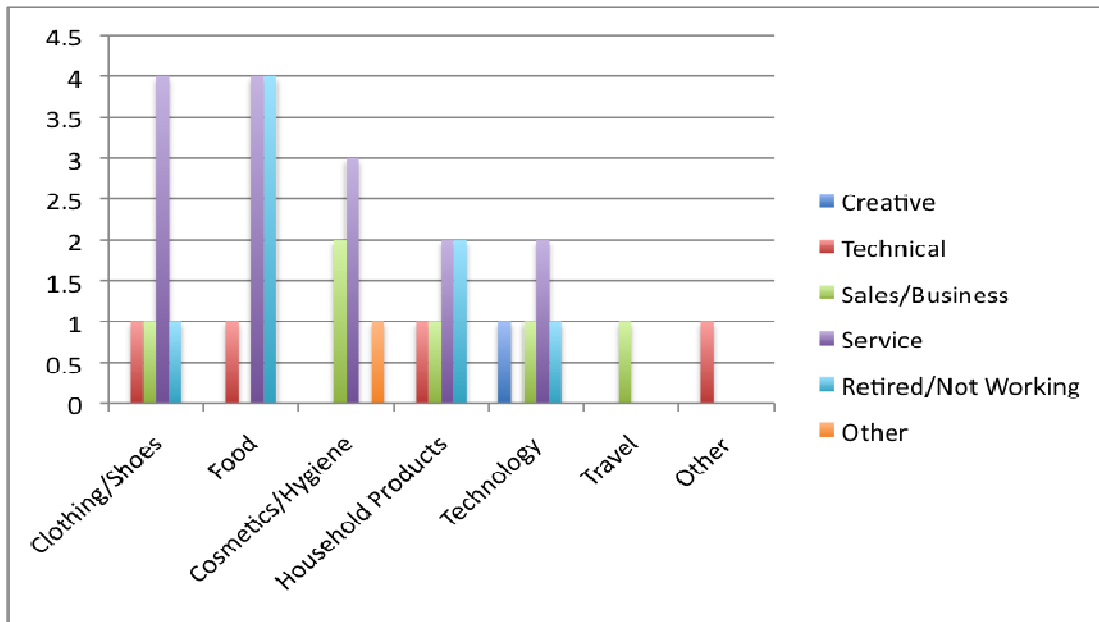


Figure 26. Go-To Brand Types - Occupation

The types of go-to brands mentioned by participants based on occupation. Those in the service industry had clothing/shoes brands as go-to brands far more than any other industry. Service industry workers and non-workers mentioned food brands at a high frequency as well.

### Go-To Brand Reasoning

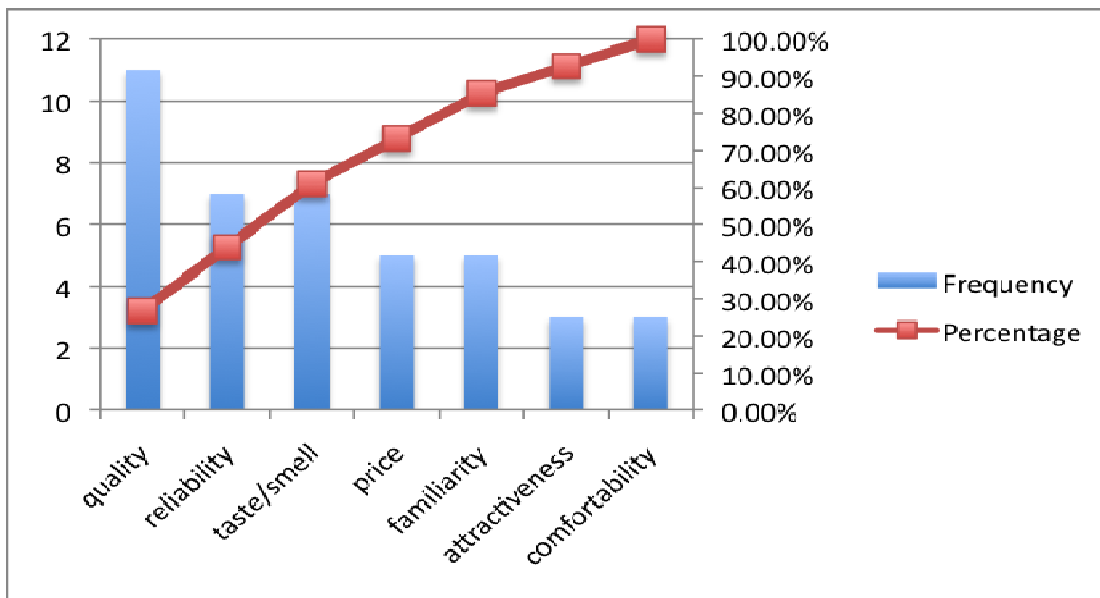


Figure 27. Go-To Brand Reasoning

Participants were asked about their reasoning for returning to these particular brands. Of the 41 reasons given, 11 of them were related to the quality of the products of that brand. 7 were related to reliability. 7 were related to the taste or smell of the product. The rest

were related to price for the quality, familiarity with the brand, attractiveness of the product, and comfortability of the product (as in fit).

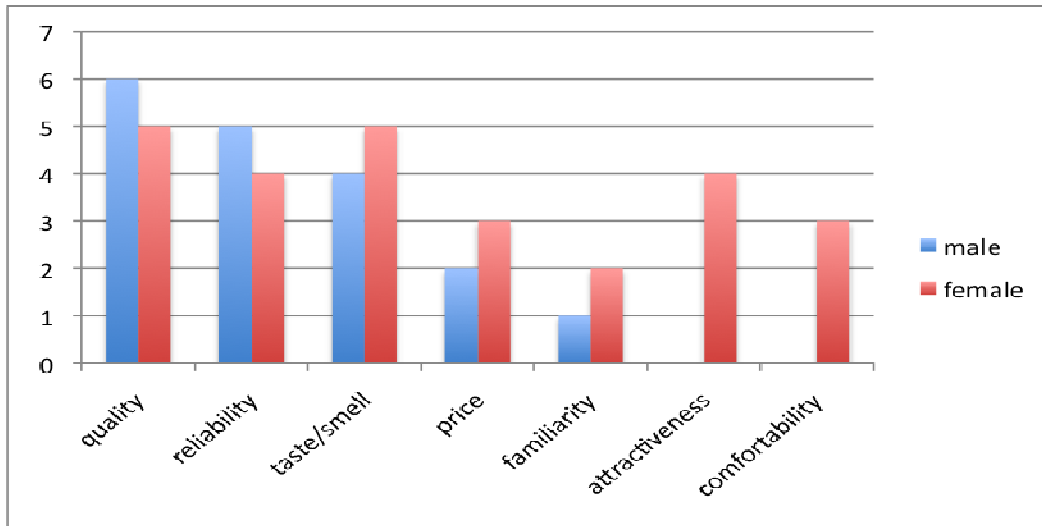


Figure 28. Go-To Brand Reasoning - Gender

The spread of participants' responses on reasoning for choosing their go-to brands based on gender. Most responses were even between genders, but only women mentioned attractiveness and comfortability as reasons for choosing brands repeatedly

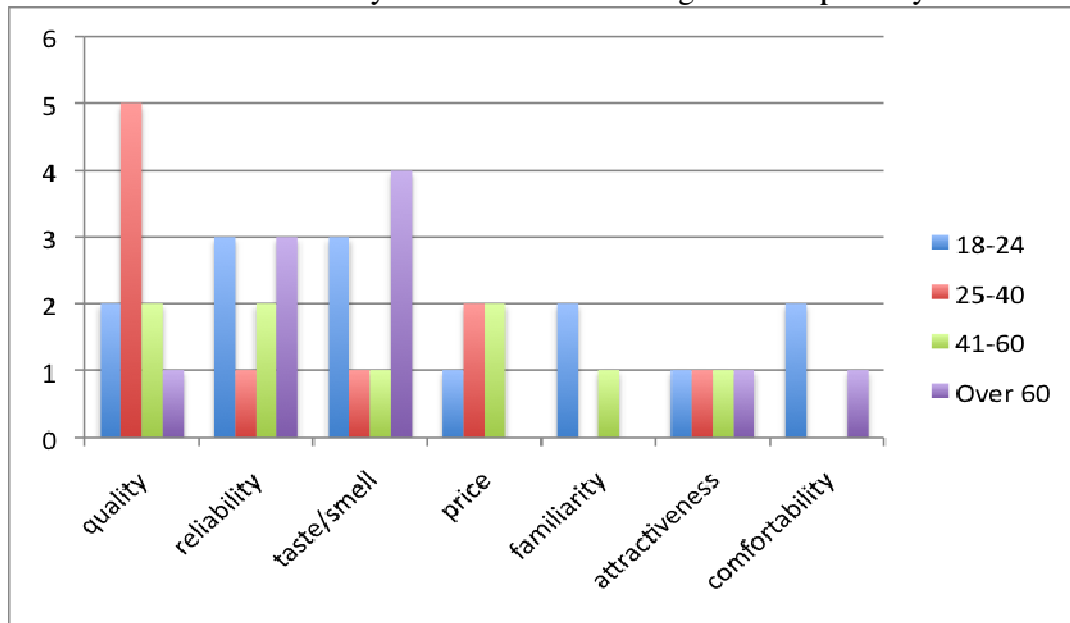


Figure 29. Go-To Brand Reasoning - Age

The spread of participants' responses on reasoning for choosing their go-to brands based on age. Interestingly, only the oldest and youngest age ranges mentioned comfort as a reason for choosing a brand. The oldest and youngest age groups often had the same frequency of responses for every category. 25-40 year olds mentioned quality as being important much more frequently than any other age group.

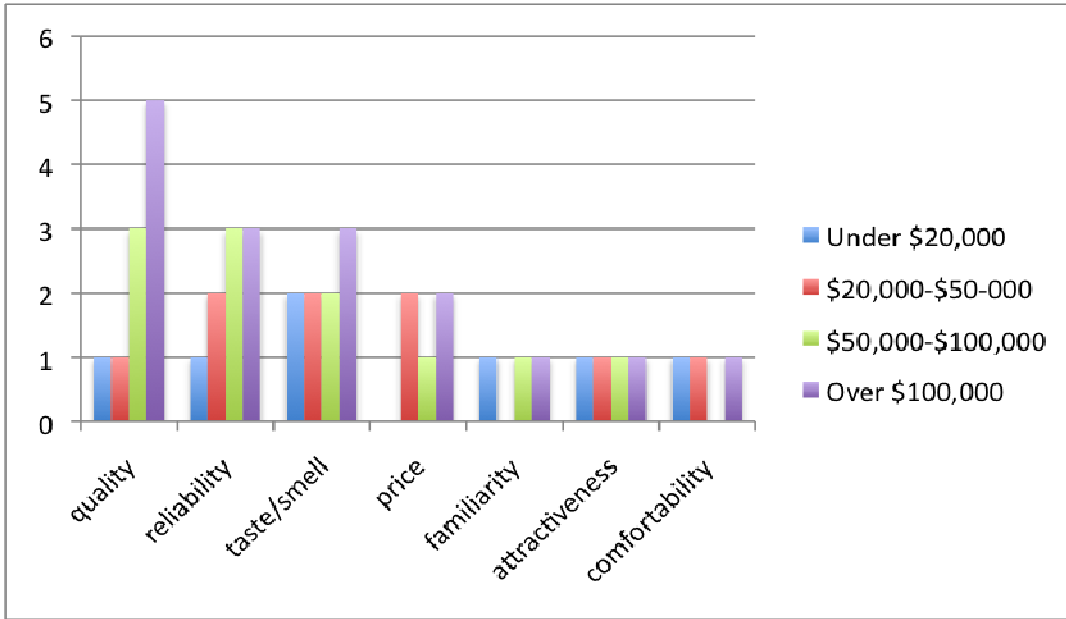


Figure 30. Go-To Brand Reasoning - Income

The spread of participants' responses on reasoning for choosing their go-to brands based on income. Most responses were fairly even across the board, but the highest income bracket most frequently mentioned quality as important.

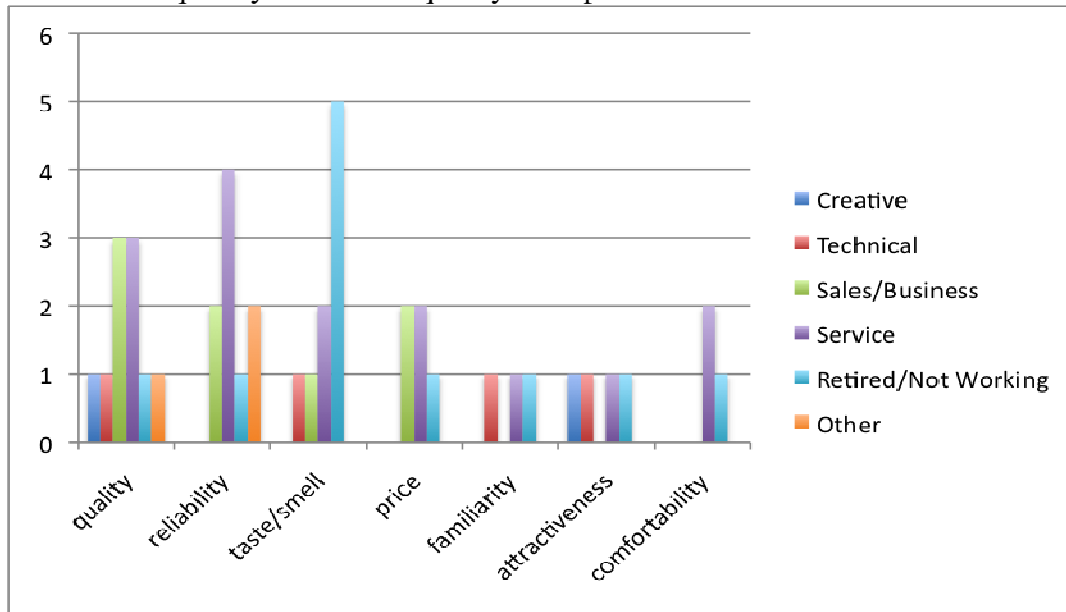


Figure 31. Go-To Brand Reasoning - Occupation

The spread of participants' responses on reasoning for choosing their go-to brands based on occupation. Those not working preferred certain brands due to their superior taste or smell to those working. Those in the service industry cared more about reliability and quality than anything else. Those in business or sales did not mention attractiveness or comfortability at all.

### Wait for Restocking or Go to Competition

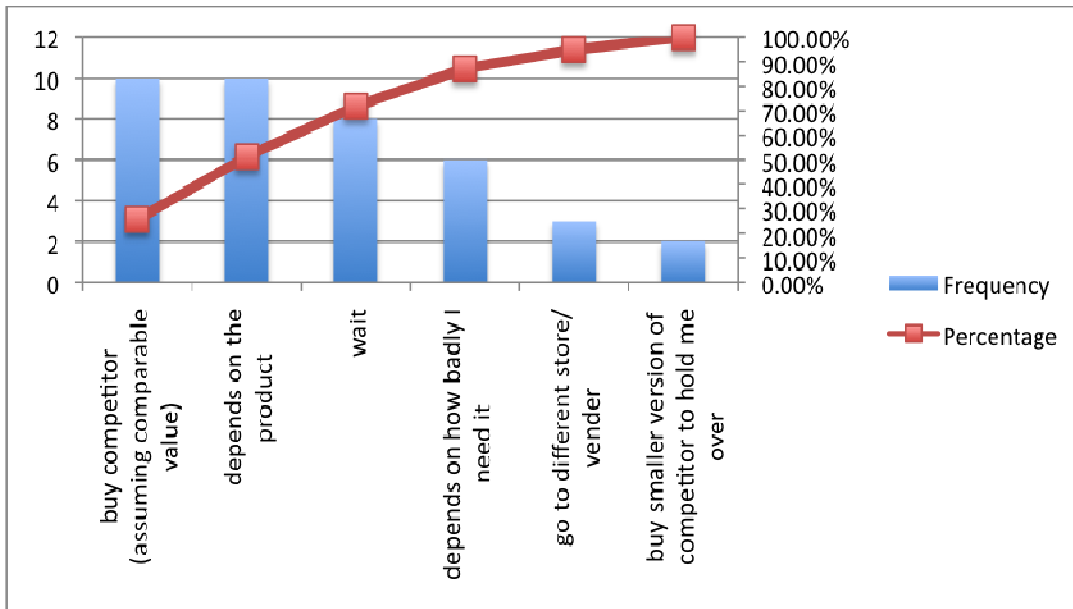


Figure 32. Wait or go to Competition

Participants were asked what they would do in a situation where their favorite brands were out of stock. Results were very split, but the most frequent responses (10 of 39) were that they would buy a competitor assuming the competitor was similar in value to the original brand or that it completely depended on the product. 8 said they would wait, and 6 said it completely depended on how badly they needed the product. The rest said they would go to another store to look for their brand, or that they would buy a smaller version or the competitor to hold them over until their brand became available again.

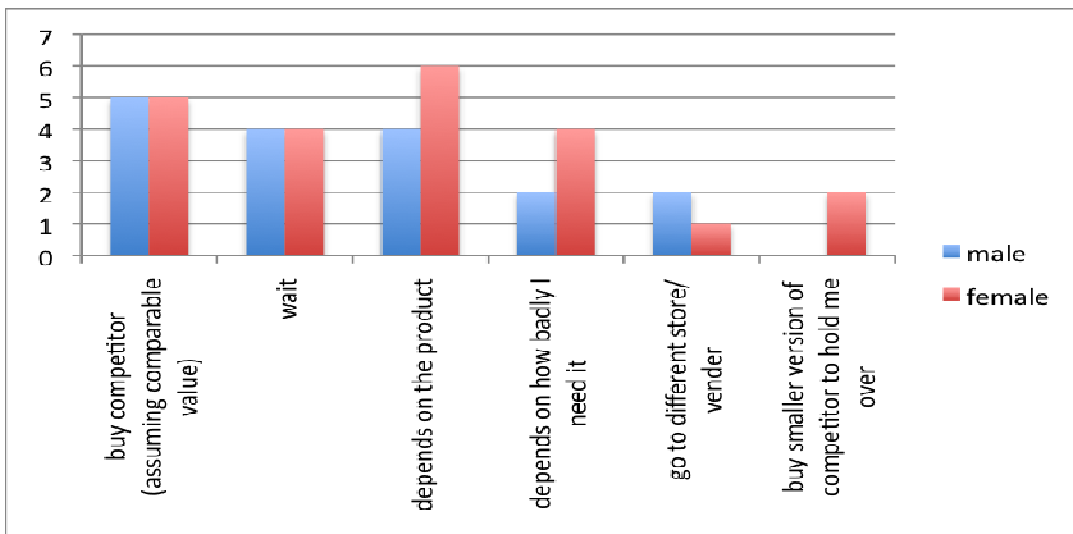


Figure 33. Wait or go to Competition - Gender

The spread of participants' responses on whether or not they would wait for their brand to come back in stock based on gender. The responses were fairly even between genders,

but only women mentioned that they would purchase a smaller version of the competitor's product to hold them over till their brand returned to the shelves.

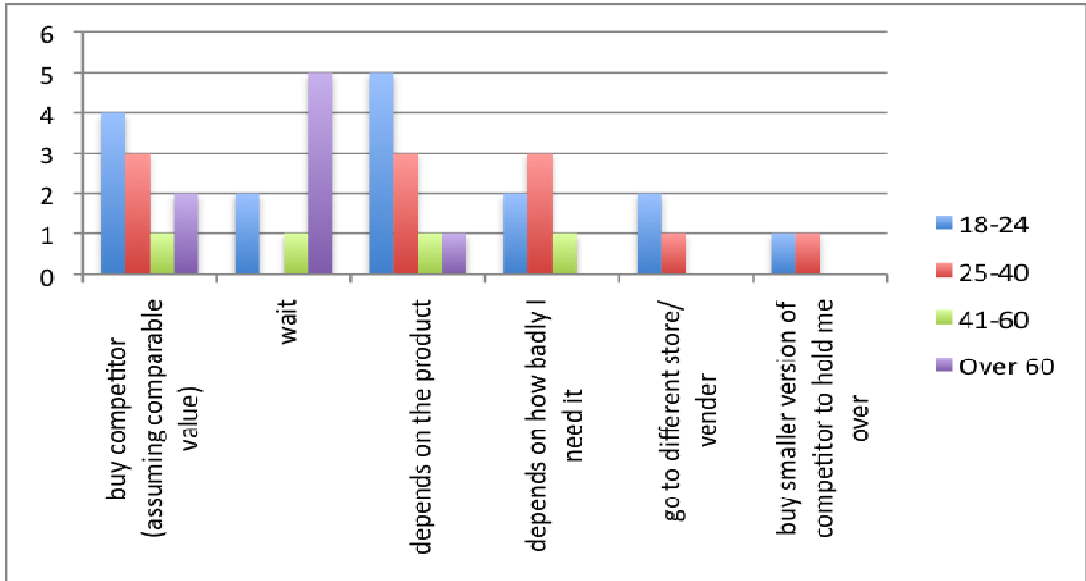


Figure 34. Wait or go to Competition - Age

The spread of participants' responses on whether or not they would wait for their brand to come back in stock based on age. The older age group was more willing to wait for restocking while the younger age groups were more willing to buy a competitor or go to a different store to find their brand.

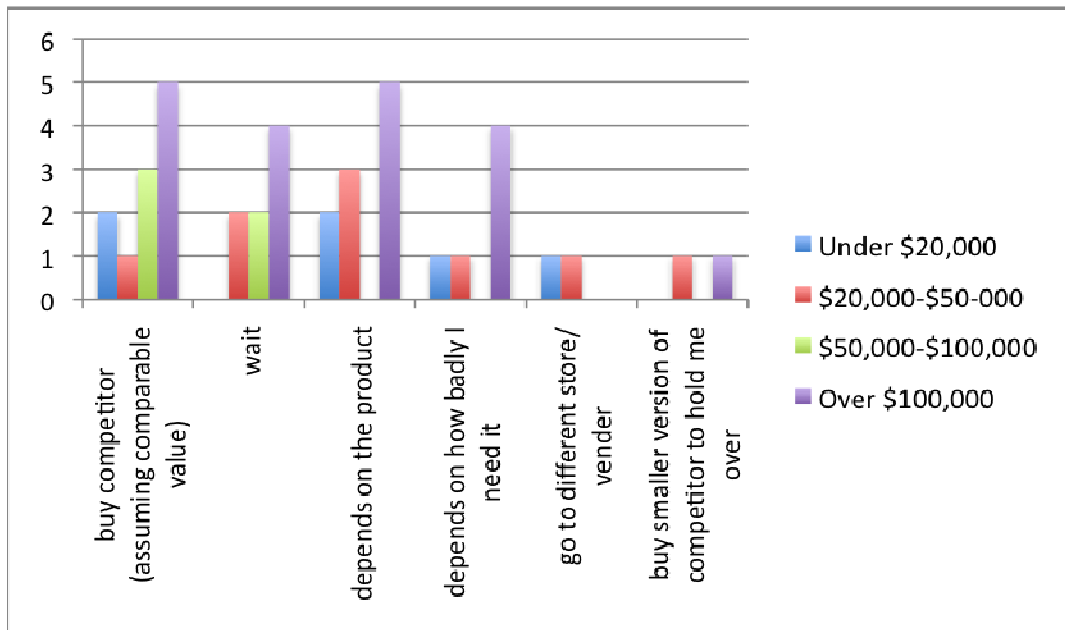


Figure 35. Wait or go to Competition - Income

The spread of participants' responses on whether or not they would wait for their brand to come back in stock based on income. The \$50,000-\$100,000 income bracket had the least

variation in responses, but was the most split between waiting or going straight to the competition.

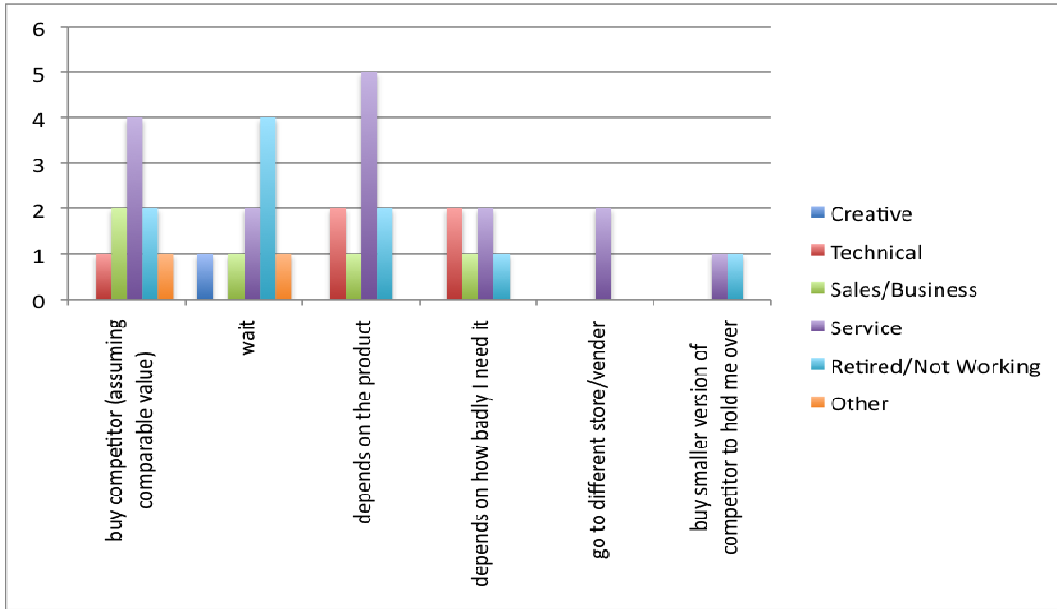


Figure 36. Wait or go to Competition - Occupation

The spread of participants' responses on whether or not they would wait for their brand to come back in stock based on occupation. Once again, the service industry workers and non-workers had the most diversification in responses.

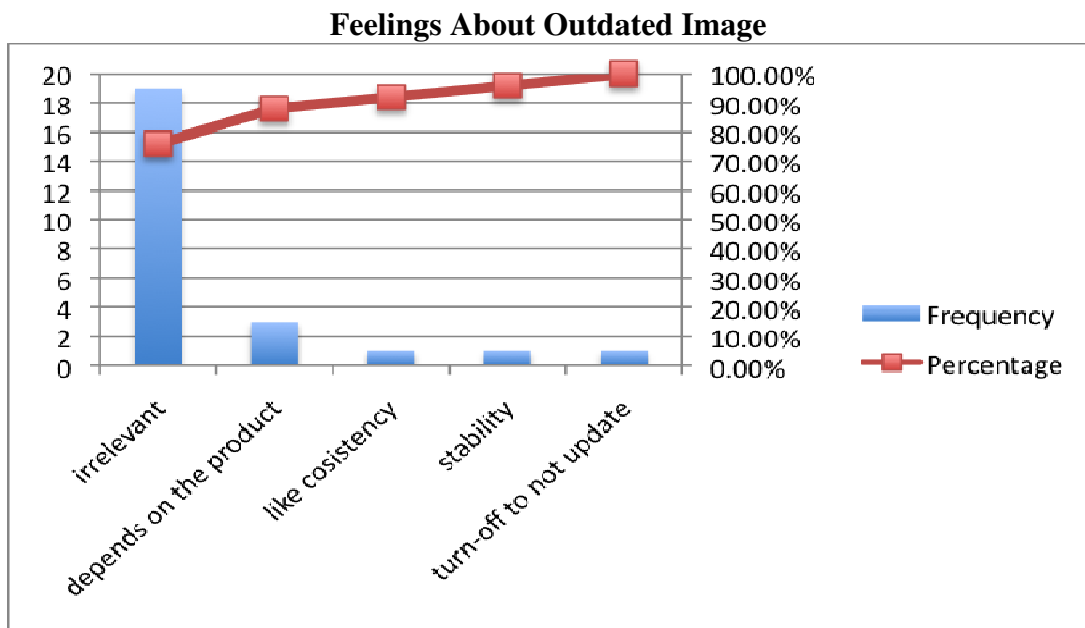


Figure 37. Outdated Image

19 of 25 people stated that they have never turned away from a brand because its image became outdated.

### Reasons for Switching Brands

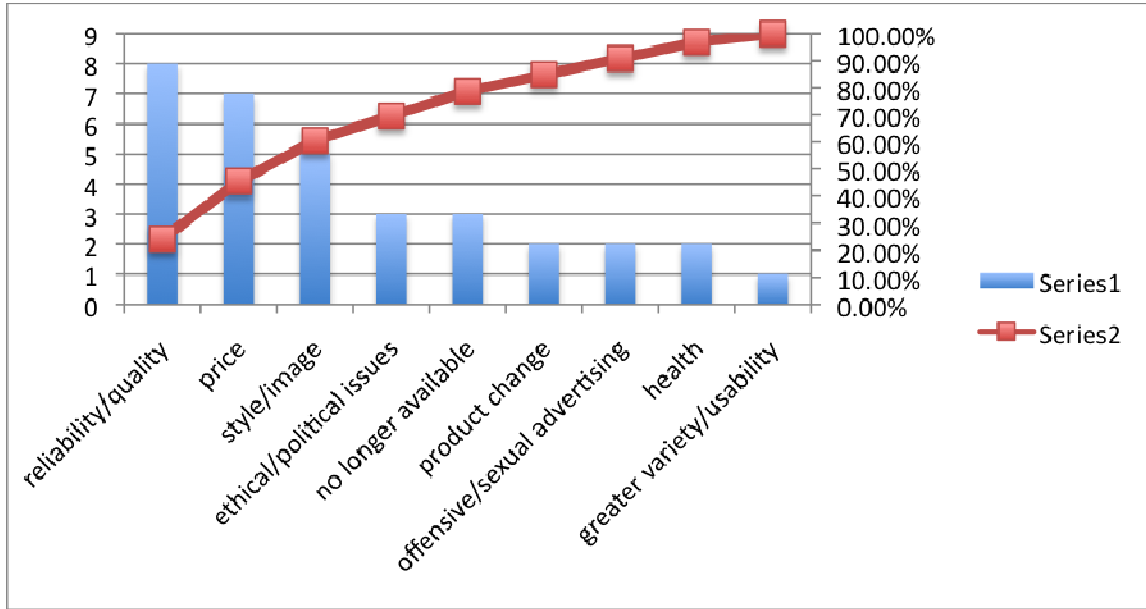


Figure 38. Reasons for Switching

Of the 37 responses given for reasons for switching brands, 7 switched due to price and 7 switched due to reliability or quality. 5 switched only because the product itself had changed. 3 each switched due to style or image change, ethical or political issues with the brand, or the brand having offensive or sexual advertising. The rest switched due to health reasons, greater variety or usability of a new product, or simply because the old product was no longer available.

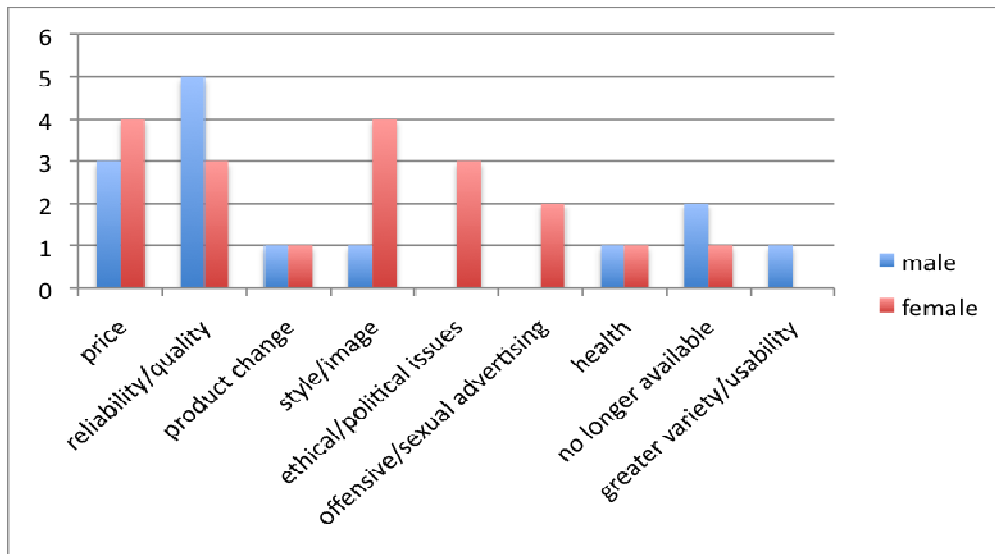


Figure 39. Reasons for Switching - Gender

The spread of participants' responses on reasons for switching brands based on gender. Most responses were fairly even between genders, but only women stated that they switched due to ethical/political issues or offensive/sexual advertising, and they mentioned it at a high frequency.

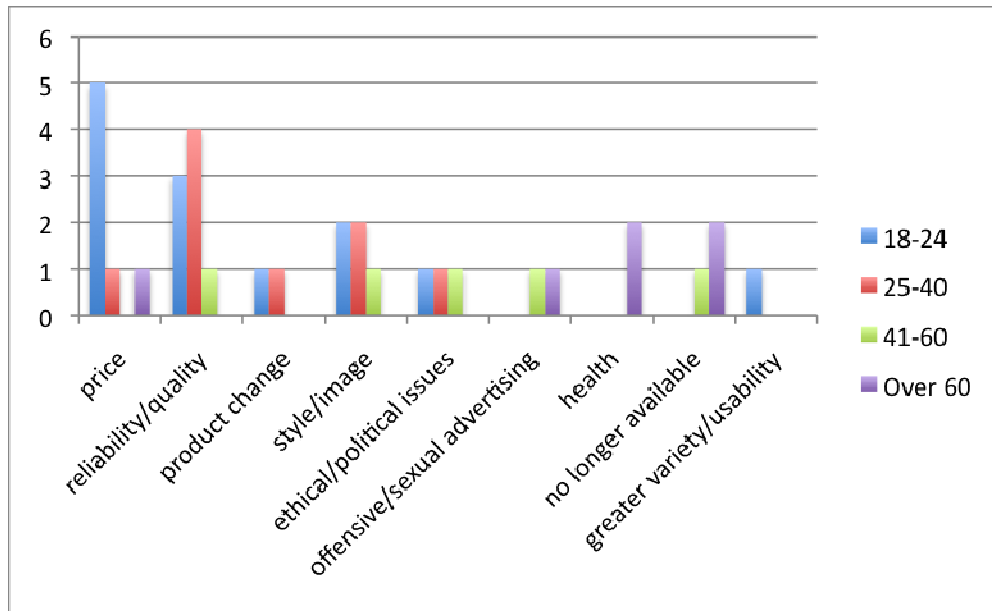


Figure 40. Reasons for Switching – Age

The spread of participants’ responses on reasons for switching brands based on age. The youngest age group mainly focused on price and was not at all affected by offensive/sexual advertising. Only the oldest age group switched brands for health reasons. The 25-40 age group switched mostly due to reliability and quality, and the 41-60 group was very spread out.

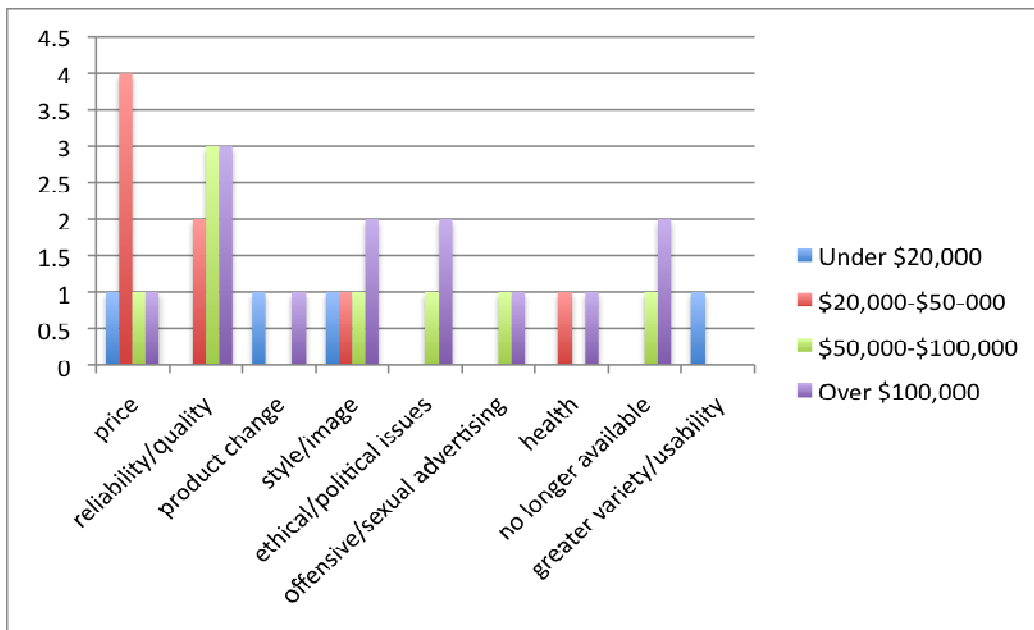


Figure 41. Reasons for Switching - Income

The spread of participants’ responses on reasons for switching brands based on Income. Surprisingly, the lowest income bracket was not the group most focused on price. The most frequently mentioned reason for switching brands across all income brackets was reliability/quality.



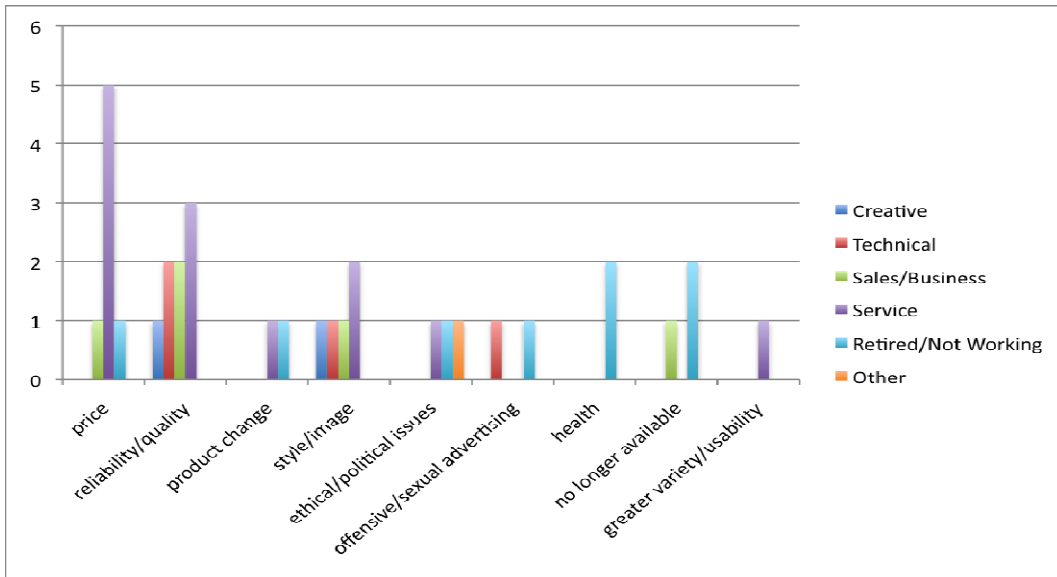


Figure 42. Reasons for Switching - Occupation

The spread of participants' responses on reasons for switching brands based on occupation. Those in the service industry were very focused on price, compared to all other industries. No industry focused on health the way retired and non-workers did.

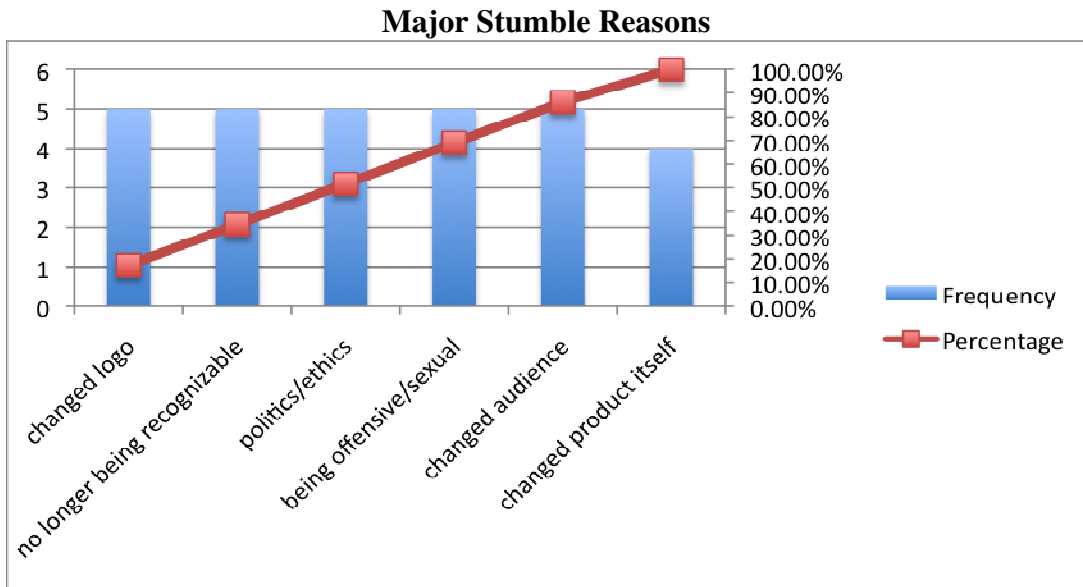


Figure 43. Major Stumble Reasons

When asked what would constitute as a major stumble by a brand, 5 responses each included changing a well-known logo, no longer being able to recognize the brand, getting involves in political or ethical issues, being offensive toward a certain group or being overly sexual, and changing the target market. 4 responded with changing the product itself.

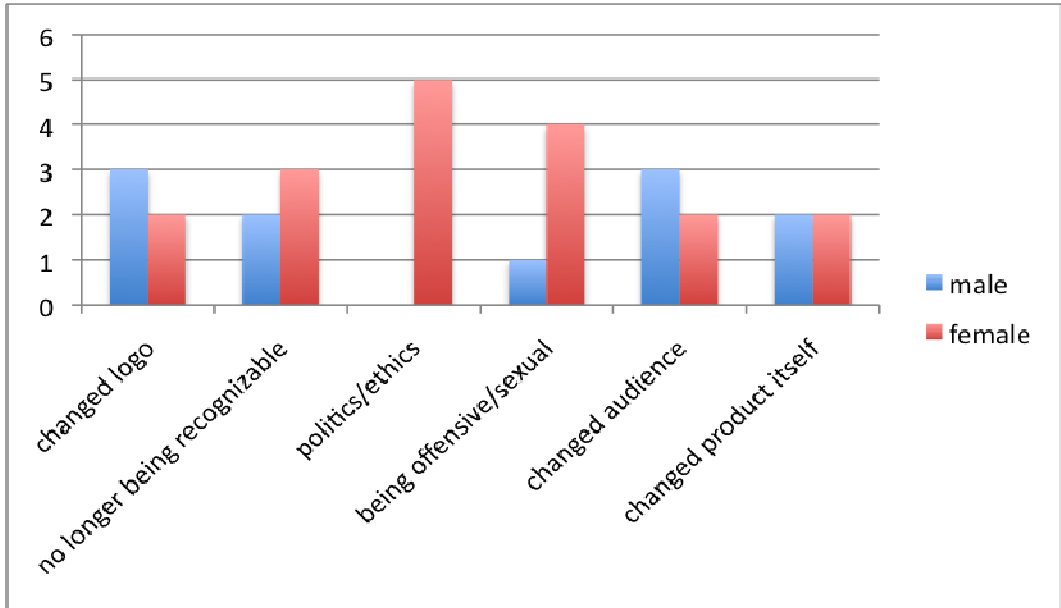


Figure 44. Major Stumble Reasons - Gender

The spread of participants' responses on what would constitute as a major stumble by a brand based on gender. Once again, most gender results were fairly even, except when it came to having political or ethical issues or having offensive or sexual advertisements. In these cases, women highly outnumbered the men.

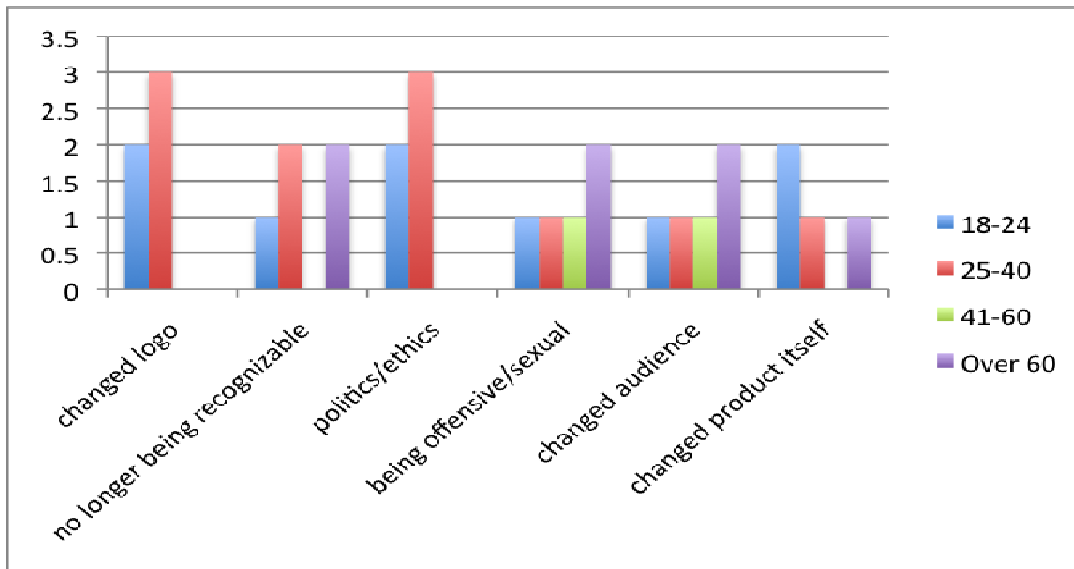


Figure 45. Major Stumble Reasons - Age

The spread of participants' responses on what would constitute as a major stumble by a brand based on age. While most responses were fairly evenly distributed, the older two age groups did not mention a changed logo or being involved in political/ethical issues at all. The 41-60 age group only mentioned sexual/offensive advertising and changing the target audience as major stumbles.

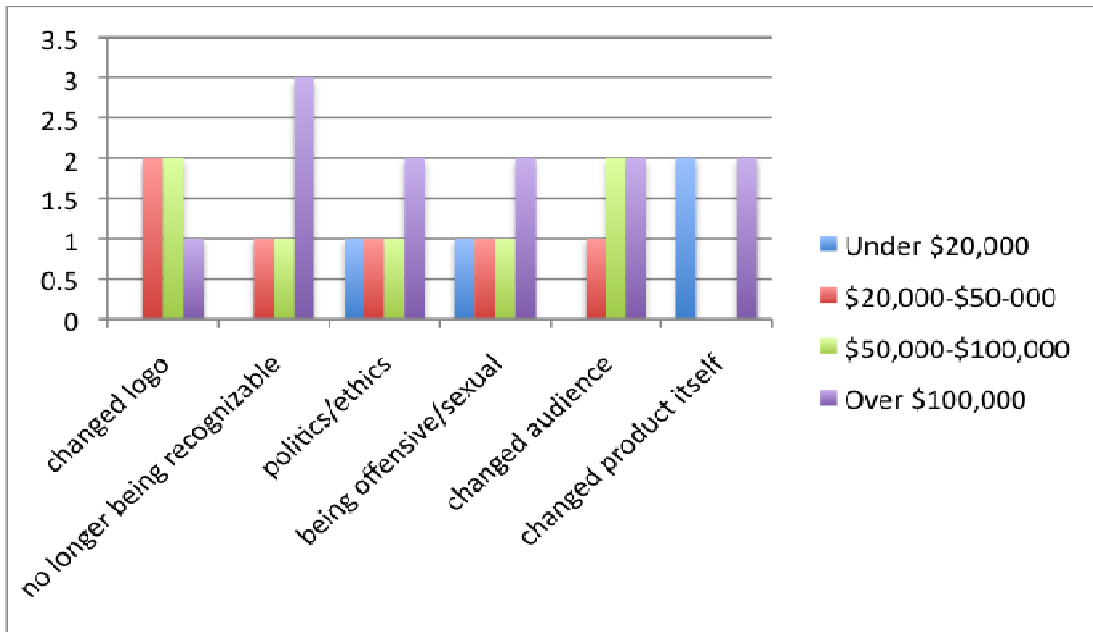


Figure 46. Major Stumble Reasons - Income

The spread of participants' responses on what would constitute as a major stumble by a brand based on income. Once again, most responses were fairly even, but the lowest income bracket did not mention a changed logo, changed audience, or no longer being recognizable once. The middle two income brackets did not mention the product itself changing once.

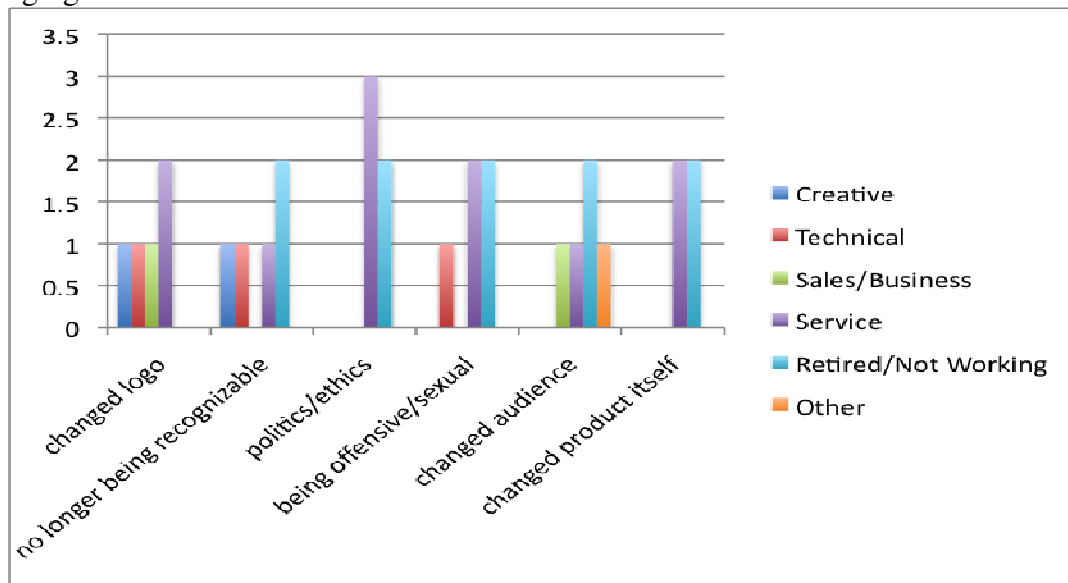


Figure 47. Major Stumble Reasons - Occupation

The spread of participants' responses on what would constitute as a major stumble by a brand based on occupation. Again, the service industry workers and non-workers had very similar responses in all areas except a changed logo. Workers in other industries had very mixed responses.

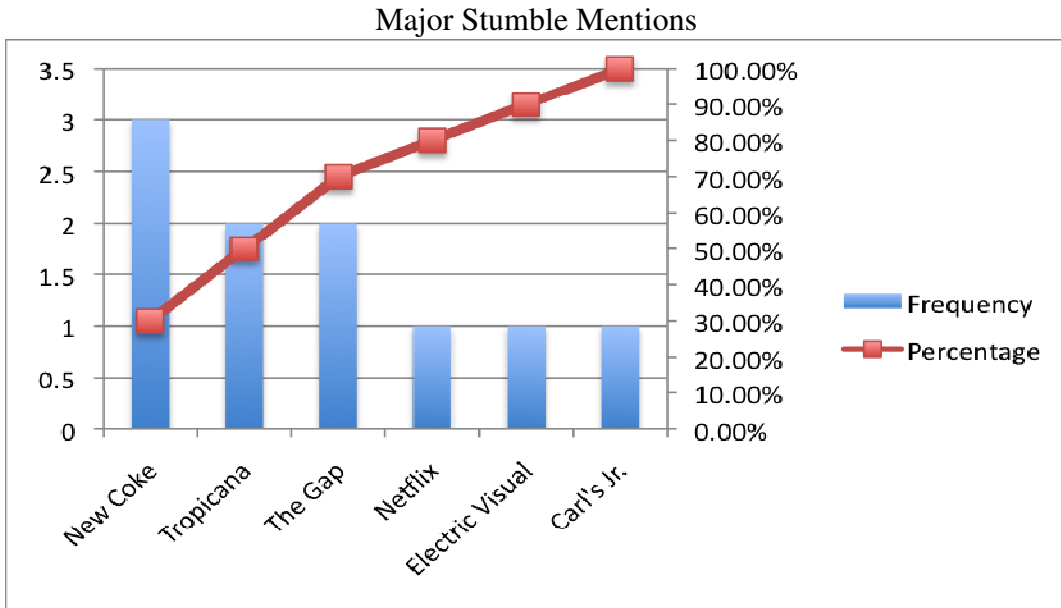


Figure 48. Major Stumble Mentions

When asked specifically if participants could recall a brand that they had considered to have gone through a major stumble, 10 mentions were made. Of those 10 mentions, 3 were New Coke, 2 were Tropicana, 2 were The Gap, and Netflix, Electric Visual, and Carl's Jr. were all mentioned once.

## **Chapter 5: Conclusions**

While every consumer has a different opinion about the direction a brand should go or how it should represent itself, there are many reoccurring themes among preferences. The youngest and oldest age groups surprisingly tended to agree with responses and preferences on many questions.

Upon analyzing the responses, it was found that no one knows for sure how often brands update, and most came to the conclusion that brands should update only when they are failing or sales are declining.

The majority of responders said advertisements do have a small impact on their purchasing decisions, whether positive or negative. Younger, college-aged individuals seemed to take this stance more than older people. Many other participants claimed that ads only make people aware of brands and make them want to research the brand further, but do not directly influence their buying decisions.

There are mixed feelings about traditional vs. updated brands; however, the older and younger generation (18-24 and over 60) and women generally preferred more traditional brands.

It was found that most responders had go-to brands, but all for varying reasons. Also, while most of the go-to brands were different, there were many that came up multiple times. One of these brands was Apple with many responders praising their “uniqueness,” “high quality,” “advanced and innovative technology,” “user interface,” and “reliability.” While many people chose different brands, most go-to brands were clothing and footwear companies, cosmetic companies, or food companies and were chosen for quality, reliability, and preferred taste or smell in contrast to price. An interesting finding was that only female responders claimed to choose brands due to attractiveness and comfortability. The 25-40 age group also cared far more about quality than any other age group.

When asking if one would buy a competitor or wait if the favorite brand was out of stock, most people said it was completely dependent on the type product and the urgency of need for that product. Many said they would wait, while many others said they would turn to a competitor with similar value and price. There was no real correlation with age or gender.

A vast majority of those questioned said that they have never turned away from a brand because its style remained unchanged and became outdated and that it was irrelevant to

their purchasing decisions – so long as the product remained the same. Most said they only turned away if the product itself changed or the contents of the packaging became smaller. However, it seems women were the few who said outdated image did turn them away because it made them feel like the brand no longer cared about its customers or quality. This was especially true in cases of fashion companies. Another reason was for being insulting to a particular audience (inappropriate Carl’s Jr. Commercials).

The prominent, reoccurring reasons customers gave for turning away from a product were:

- a better combination of quality and price or value was found in a competitor,
- they preferred the style or image of another brand,
- a company treated its workers or the environment poorly,
- a company participated in offensive or sexual advertising,
- because the product itself had changed from its original state.
- or that the product was no longer available,

Only women seemed to be concerned with ethical or political issues and offensive and sexual advertisements. 18-24 year olds switched mainly due to price. No one seemed to mention humor as a selling point for switching to a brand, which is interesting, since that seems to be the direction many companies (such as Old Spice) are heading with their advertisements currently. Another idea no one mentioned was creating sub brands of different qualities (such as Pabst did).

When asked what the responder would constitute as a “major stumble,” the more prominent responses were mainly based on:

- a brand changing its target market or marketing strategy (whether to a younger audience, more inappropriate ads, or alienating a certain group [anti-gay for example]),
- major logo or packaging changes,
- no longer being able to recognize the brand,
- or having poor Public Relations.

Once again, only female respondents (besides one male) mentioned ethical or political issues and offensive/sexual advertisements as a major stumble. The younger two age groups believed changing image or logo and political/ethical issue involvement were the biggest signs of a major stumble compared to the older age groups. These responses tie directly into reasons why New Coke and Tropicana failed – changing the product itself or major packaging/logo changes. Repeatedly mentioned stumbles were The GAP, New Coke, Tropicana, and Carl's Jr.

### **Recommendations for Further Research:**

The questionnaire such as this one could be improved upon or expanded upon in a variety of ways. One way to achieve more telling results would be to expand the sample. This survey was conducted in San Luis Obispo, a county with an emphasis on college-age students and elderly people. While the sample of this survey fit those demographics, they might be skewed compared to a sample from another area. This might also help with the income and occupation results, which were not very conclusive in most categories or became redundant. The redundancies came with occupation and age data; since the majority of participants were 18-24 and over 60, many occupations were service industry workers and retired, so occupation results often correlated with age results.



The questionnaire was also very open-ended in an attempt to achieve more realistic responses rather than leading the participants to a desired response. It would not be helpful to lead them, but a better balance of the two with more follow up questions would be more conclusive.

It would also be a good idea to ask the participants their opinions about actual companies' rebranding experiments (such as those in chapter two) to see how their answers would compare to the outcomes of the past rebrands.

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## Appendix

### Questionnaire

I am conducting research for my senior project at California Polytechnic State University. My senior project is a study on rebranding and how a company can use a rebranding strategy to boost its image and sales. It also looks into the failures of past rebranding strategies to analyze what went wrong, and how companies can avoid failure in the future. The following questions are about your personal experiences with brands and companies. The questionnaire will take approximately 15 minutes to complete. Please provide detailed descriptions if possible. Your responses will be analyzed and used to help companies make future rebranding decisions. If you wish to remain anonymous in my paper, please say so next to your name [example: Name? Megan Bryant (anonymous)]. Thank you for your time and input!

Demographic questions:

- 1) Name?
- 2) Age?
  - under 18
  - 18-24
  - 25-40
  - 41-60
  - Over 61
- 3) Gender?
- 4) Occupation?
- 5) Household income?
  - Under \$20,000
  - \$20,000-\$50,000
  - \$50,000-\$100,000
  - Over \$100,000

Branding Questions:

- 6) How often would you say a brand changes its image or branding strategy?

There is no recorded information tracking the exact changes brands make, but upon researching, I found the following information:

Each brand is different. In looking at logo changes, it seems companies, on average, change/update their logo about once a decade. I've noticed from personal experience that

restaurants change their slogans monthly or seasonally, while other companies keep their slogans longer.

7) Do you think there is a period of time after which a company SHOULD rebrand?

8) Do commercials/advertisements influence your purchasing decisions? To what degree/percent? What about these advertisements influence you?

9) Do you prefer traditional brands, or brands that update their look to keep up with the times?

10) Do you have go-to brands that you always buy? If so, which brands? Why? How did you associate that strong attachment to that brand?

11) Your favorite brand is out of stock; do you buy a competitor or wait for your brand to come back in stock?

12) Have you ever stopped buying a brand because their image became outdated? Has a rebrand caused you to turn away from a product?

13) Can you think of a time you made a significant/permanent change from one brand to another? Was it price, image, promise of value, etc.?

14) What would you consider a major stumble in rebranding strategy/what could turn you away from a brand? Can you think of a major stumble?

Thank you for your participation!

### **Responses**

1) Alexandria Sweeney

2) 18-24

3) Female

4) Server/Bartender

5) \$20,000-\$50,000

6) I have noticed some do it quarterly, yearly, or even after decades. no brand changes on a set time table.

7) I do not think there is a set time frame in which to rebrand. it is all dependent upon circumstance.

8) Whether it is conscious thought or not, commercials/advertisements influence everyone in both positive and negative manners. Restaurant commercials have the ability to make me think or realize that I'm hungry, whereas a car commercial can introduce me to a new car I have not seen yet, and I can decide whether or not I like the car design without even setting foot on a car lot.

9) I prefer when brands stick to their well-known logos, versus constantly changing. I tend to like the original flavor.

10) I definitely have go-to brands! I absolutely LOVE Kirkland brand from Costco, and

my Chuck Taylor Converse. Great quality for a more affordable price than others is always attractive. And comfortability with classic style is hard to pass up.

- 11) Depending on how immediate I need the product, I will typically wait for the specific item/brand I am looking for, unless they are the same price/quality. However, if I can't wait, I will buy a smaller package of a different brand to hold me over until my usual one is available.
- 12) I don't think I have ever stopped purchasing an item due to an outdated image. personally, I like the consistency.
- 13) We changed from buying Skyy vodka to buying Kirkland vodka due to the price and quality comparison. 1.75L of Skyy is \$18. 1.75L of Kirkland is \$10. The Kirkland brand is the same if not better quality, and for almost half the price!
- 14) We witnessed a major stumble on behalf of Electric Visual. they recently changed their internationally known logo, and they have taken a huge hit for it. feedback that I have heard among other shoppers, no one seems to be a fan of the new logo, and therefore not buying any of their product. of course those who are a fan of just the product will probably still buy, but those that loved the old logo and the product are not as interested, and looking elsewhere.

- 1) Ashleigh Junker
- 2) 18-24
- 3) Female
- 4) Sales associate at BevMo/Interior Design Student
- 5) 20,000-50,000
- 6) Not often. Maybe every decade? Some maybe more often? Usually subtle changes.
- 7) Rebranding is always important. How often a company should rebrand depends on the company and it's performance.
- 8) Commercials and advertisements do not influence my purchasing decision, it makes me aware of the product.
- 9) I try to stick to traditional brands, not for the look - they are generally cheaper.
- 10) My go to brand is always a store brand, as it is usually the cheapest. If there is no store brand I pick the brand I grew up with. I wouldn't call it a strong connection, just a familiarity.
- 11) Depends on the product!! Sometimes I'll wait for that particular brand and other times I'll buy whatever is available in the meantime.
- 12) Branding (or rebranding) and images do not make me stop buying products.
- 13) I always make brand choices based on price.
- 14) A major stumble in my opinion is when you rebrand and nobody recognizes the company anymore.

- 1) Darlene Datuin
- 2) 18-24
- 3) Female
- 4) Server, student, dog walker/pet sitter
- 5) Under \$20,000
- 6) I don't know. I would say that it isn't very often, maybe every 5 or 10 years. There are commercials that I know from the sound because they've been using the same slogans

for years even if the commercial changes. There are a lot of clothing brands that keep their logos the same for recognition purposes. Some companies have built reputations around being expensive and prestigious so the people wearing that brand are considered wealthy and prestigious. Other brands are worn by certain groups of people such as; "skaters" wear clothes with a "skater brand" on them and surfers wear "surfer brands" etc. I don't really notice a lot of changes in most known brands, companies, and logos. It's what they are known by so I don't think they change them very often; maybe every few years?

- 7) Not really. If it ain't broke, don't fix it. haha  
I mean there is a lot of benefits to re-branding if the company is trying to broaden their target market or narrow it down, but it does not seem necessary on a regular basis. If there is no change that the company is undergoing then why would they need to re-brand? If they are simply trying to renew their image to keep up with the times, then I would say every 10 or so years seems to be fitting.
- 8) I'm sure some of them do, but I rarely watch commercials. Most of the time word of mouth is how I learn about new things. So for the small percent that commercials do influence me, I leave them on because they are entertaining. My purchase decisions are influenced on the actual qualities of the product or personal interest in the topic/place/food/etc.
- 9) I guess I like traditional brands, but honestly I don't know how much I've even noticed.
- 10) The only "go-to" brands I have are for jeans, shoes and cosmetics.  
Jeans I buy Levi's and Lucky Brand because they have styles that fit me properly. I wouldn't have that kind of attachment for them if they didn't fit me right. Shoes I buy Converse, Reef sandals and Bakers for heels /boots and B.O.C. for comfy boots. I love these brands because they're stylish, classic, cute, and they're comfy.
- 11) Probably wait for my brand to come back, but it depends on what it is and how quickly I need it. I may go online and try to find my favorite brand there.
- 12) I don't think so. At least not consciously.
- 13) No, but if I did, it was probably a personal style/image change.
- 14) I never even considered shopping at Abercrombie and Fitch or Hollister because of the politics involved in how they make their clothes and the way they treat their employees in the US and outside of it.

- 1) Meredith McHargue
- 2) 18-24
- 3) Female
- 4) Waitress
- 5) Under \$20,000
- 6) Not very often
- 7) Yes, every decade seems fine to keep up with what's "in"
- 8) Yes, 80%, deals/ coupons, how many people use the brand, if its doing well, etc.
- 9) I'd have to say traditional because I know what I'm getting
- 10) Heinz ketchup, it's the best and I know what I'm getting.
- 11) Buy a competitor, no time to wait
- 12) No

- 13) No, but I would assume it would be price for me
- 14) I believe it was Heinz that made some "twisted" kinds of ketchup that are colored green or purple and the labels were very interesting. I bought it, hated it, and went back to the traditional. But stayed with the brand. They don't change the traditional bottle much at all.

- 1) Amy Conley
- 2) 18-24
- 3) Female
- 4) Barista and Expo
- 5) 20,000-50,000
- 6) Every 5 years?
- 7) Yes, I think somewhere between 5-10 years is appropriate for brands to change logos/slogans/etc to keep up with current times and what is popular with society.
- 8) Unknowingly, yes. Not in a huge way but if I know a company has better and more frequent advertising, I will assume it is a better product.
- 9) I guess I would go with brands that update their look. I'm not against old school brands by any means but if the two were side by side and in equal price ranges, I would go for the more appealing brand to my eye.
- 10) Certain ones, yes. Mainly with food and make up. I only buy one type of sourdough bread because it's what I grew up on and tastes the best to me. As far as make up and beauty products go, they aren't cheap so I generally stick to the brands and products I know work best for me. (san luis sourdough and maybelline eyemake up/sonia kashuk face makeup)
- 11) If we're talking about something random, like bandaids.. I'll buy the off brand or the competitors brand. I'm only picky when it comes to my daily uses.
- 12) No, If I know the product and love the product, I'll be loyal to the product. even if they're old school. and rebrand..? hmm, not that I can think of off the top of my head. Although.. There was a sandwich place back home (port of subs) that decided to make overgrown rats (no joke) their mascot and it was in all the commercials/ads.. freaked me out and stopped eating there.
- 13) Well, I used to buy my make up at sephora.. then I moved out and started supporting myself. Now target is my best friend.
- 14) Offending a large group of people. Anti-gays, anti-war, anti-this or pro-that.. a lot of times, I feel it's best for larger companies to keep politics out of business.

- 1) Gabriel Meyer
- 2) 18-24
- 3) Male
- 4) Student/Server
- 5) Under 20,000 \$
- 6) About every decade
- 7) Only if their message to the target demographic has become outdated, otherwise it could also have detrimental effects.
- 8) It depends on the product but I would definitely agree that my decisions are influenced. I think that the way the product is portrayed as either an incredibly



desirable alternative to an inferior product or as the solution to a problem that would make my life better/easier are typically the most effect type of ads.

- 9) I can see myself as someone who can respect the ability to change and adapt, but also a creature of habit. I think that the majority of the time I will subconsciously go with the product I know versus the new version of a different brand.
- 10) As I mentioned previously, yes. Take diet coke for instance, I will choose it as my soda of choice. I'm sure there are other diet cola alternatives that I would enjoy but am I willing to pay a slightly higher price to guarantee the taste I know I have previously enjoyed? Well yes
- 11) Would absolutely depend on the product
- 12) Don't think I have ever stopped purchasing due to a brand being outdated but then again I don't think much about brands I no longer purchase. I do distinctly remember being turned off of a brand due to them changing an element of their product that I found critical to my enjoyment of it.
- 13) I changed from An Apple product buyer to an android/Windows product purchaser. It was the sense of being locked into a world controlled by one company I didn't particularly enjoy. By being outside of the Apple phone and computer marketshare then I have a far greater variety of manufacturers and competition I'm the electronics I purchase.
- 14) If a rebranding resulted in the death or serious injury of an individual. I can't think of a specific instance of this but I have a feeling it wouldn't take much to find an example.

- 1) Candace Accardo
- 2) 18-24
- 3) Female
- 4) Checker at Von's
- 5) Under \$20,000
- 6) I thought they changed it monthly according to seasonal promotions.
- 7) If the brand is working for them financially then no.
- 8) No.
- 9) Traditional
- 10) I usually buy Mossimo from Target.
- 11) I would buy the competition if it was reasonably priced.
- 12) No
- 13) No.
- 14) The promotion of clothing that is too promiscuous. That's always been a turn off for me personally. I'd rather feel comfortable than a piece of meat.

- 1) Anonymous
- 2) 18-24
- 3) Female
- 4) Student, Server
- 5) Over \$100,000

- 6) 3 months
- 7) Annually unless current brand is successful.
- 8) Advertisements that I dislike or that I am offended by influence me so I do not buy the product.
- 9) Both
- 10) Yes- bare minerals as long as I have the money. Product works and is good for the skin.
- 11) Depends on the product. Unless there are ethical issues involved, I have no problem buying from a competitor.
- 12) No
- 13) Yes- change due to education and ethics. I stopped buying "Nike" once I learned about their involvement with child labor over seas. I will not let my family buy meat products from companies such "Foster Farms" due to their participation in the factory farm industry. We have switched to organic and humane products.
- 14) Inappropriate advertising would turn my family and I away from a brand.

- 1) Paul
- 2) 18-24
- 3) Male
- 4) Student/Server
- 5) 20-50000
- 6) Every 1 year or 2 (starbucks and their packaging)
- 7) Not if it's working, if its not working then yes
- 8) Sometimes, ~25%, relevancy
- 9) Updated brands
- 10) Yes, duracell batteries, reliability
- 11) Buy competitor, or go to different store if absolutely necessary
- 12) No, as long as functionality remains the same
- 13) No, but it would be related to price and reliability if I did change
- 14) Appealing to a smaller audience would be a bad stumble

- 1) Ken Meyer
- 2) 18-24
- 3) Male
- 4) Student/Retail
- 5) \$50,000-\$100,000
- 6) Brands update their image when their previous design becomes outdated. Some logos stand the test of time, while others require modification throughout the years. It's the job of the graphic design team that is in charge to make a simple, clean, but memorable design for the team- a great example being Nike Inc. Since their design of the swoosh logo in 1978, they have yet to change the branding logo. Simple design
- 7) I do not believe a company should rebrand. If done right, a company could never have to rebrand. Examples such as Nike and Northface have never had to rebrand. But a company like Apple has had to update logos numerous times throughout its

history. Sometimes it's done with an executive change to correlate a new direction and other times it's done as an update to refresh the design. Tech companies seem more inclined to change their logos because of the rate of how technology changes, offering a more updated look to their company with each iteration that is released.

- 8) <5% of the time. I stick to my core brands because that is what I am comfortable with. Sometimes, commercials actually lessen my confidence in a brand due to overconfidence in their product.
- 9) Rebranding doesn't affect my decisions, but I do enjoy seeing refreshed logos to help with rebranding the identity of the company. Another tech company, Microsoft, recently rebranded and I believe it improved their image drastically.
- 10) Nike, Apple, Northface.... All are long lasting, durable products that fit my lifestyle and that I am comfortable with.
- 11) Wait for restocking.
- 12) Negative
- 13) Android to iOS phone operating system. The change had nothing about value, image, or price- simply because it was a more stable platform.
- 14) GAP brand tried to refresh their logo in 2011 that had much outrage. Due to the fact that nothing was wrong with their original logo as well as the method they used to rebrand. I personally do not use the brand, but this showcases a stumble.

- 1) Megan Hoeffliger
- 2) 25-40
- 3) Female
- 4) Graphic Designer
- 5) 50-100,000
- 6) A brand seems to change their image or branding strategy when they are outdated or struggling to keep their customers. They need to come up with fresh ideas to bring to keep with their demographic and generation changes.
- 7) A company should rebrand when their image is no longer attracting customers and they need to find a different route to bring in customers. Changing the marketing materials of a brand should be strategic so that it does not turn off existing customers. The most successful rebrand is one that uses familiar aspects of a brand and creates a new image based around it.
- 8) Depending on the commercial and advertisement it may influence me to do more research on my own to see what others say about the product. I don't think it is smart to buy off a commercial without doing your own research and seeing what people who have used the product have experienced.
- 9) I think it is always weird for a consumer when a company changes its brand and packaging. I, like most, have become familiar with a design of a brand and it is always off putting when it is redesigned. It is frustrating when a brand changes their packaging constantly, but if it is done strategically and makes the packaging easier to use and showcases a better design, I would much prefer that route.
- 10) I definitely have brands I prefer, Apple would be one of the top brands that I gravitate towards. Apple represents a quality product, great technology, and a thoughtful layout.
- 11) Bath and Body works has an issue of always changing up their products. There was one specific brand they carried that I knew was going out of stock so I bought as

many as I could and had to buy something else afterwards. I don't think I would wait for something to come back in stock, because who knows if it ever will. I would just find a comparable alternative.

- 12) When a brand becomes outdated I definitely turn away from it. If a company doesn't keep up with their product and image it shows that they don't care about keeping their customer engaged. Many companies have failed because they did not understand that they have to constantly be evolving with their demographic. I wouldn't buy a brand that I bought in the 90's if they still had their 90's mentality and image. If a rebrand was too far from the original packaging it would turn me off from the product, especially if the design was even worse than before.
- 13) When I switched over from a Blackberry to an iPhone it was because I was sick of the clunky design and product that the Blackberry was. I knew that I enjoyed the iPhone interface and design much better and felt I was getting a better product for the same \$200.
- 14) Rebranding is a very involved and expensive process. If a company is concerned their brand is outdated they better hire a great marketing and design company. The process needs to involve a lot of research into the existing brand to see what works and what doesn't work and apply that knowledge to the redesign. A brand should never completely change everything about the logo and marketing materials. It is also important that the design is an improvement and moves the company forward and not backwards. A great example of a rebrand failure is Gap. The design was poor and no one associated it with the brand. They went backwards in my opinion. With the power of social media, the company received a lot of backlash for the poor redesign and they ended up going back to the original logo. Another example is Tropicana. The juice carton had been redesigned so much that consumers either did not recognize the product or thought they had changed the recipe. I think their biggest mistake was losing their iconic orange with the straw. Consumers have always associated that image with the brand that has fresh squeezed orange juice. When they lost that image, they lost their customers.

1) Brian Fries

2) 25-40

3) Male

4) Fire Specialist "Technician"

5) Over 100,000

6) I honestly have no idea

7) I think it all depends of the product and who they are trying to reach.

8) Yes, the commercial is what lets you know that the product is available. After that I then decide how much I want or need that specific item and decide if it's worth it at that point and make my purchase accordingly.

9) I think brands that update their look are preferred. Once again, it all depends on the product you are selling and who you are selling to. If you are focusing on a younger demographic then you probably want to stay with the times.

10) I do have brands that I like to stick to due to a positive experience from the past with that brand. However, I will not hesitate to switch brands if that brand "falls off the wagon" and tries to maximize profit by producing a product of lesser quality.

- 11) All depends on what the product is and how bad I need it. Generally I would be open to trying another brand
- 12) If the product is fashion related then I would stop buying the product if they did not keep up with the times and change their style. If it is something that does not change (example: food) I could care less if the image changed as long as the product stayed the same.
- 13) I can't think of a specific time but I know I have changed when the product quality hasn't been consistent or from poor customer service.
- 14) I know Tropicana changed their carton once and lost a lot of business before quickly changing back to their original carton.

- 1) Anonymous
- 2) 25-40
- 3) Male
- 4) Sales Manager
- 5) Over \$100,000
- 6) Not too often, as brand changes are a big deal.
- 7) Most definitely
- 8) Only a little directly. Maybe 5-10%. I am usually influenced by quality relative to value.
- 9) I think it depends on what I am looking for. If it's a car, for example, I usually prefer good reliability and a known brand (it took me a long time to even consider an American brand, like Ford).
- 10) Yes, I think so. Gillette Fusion razor blades for instance. I tried them and thought they were good quality, so I continue to buy them.
- 15) To name a few others: Apple (relatively recent attachment, very pleased with quality), Trader Joes (this store brand has a great value/quality - I associate them with more natural foods, but I know that is not necessarily the case), Tide (I've tried others, I like how it cleans and smells)
- 11) Depends on what it is and how urgently I need it. Razor blades...I'd probably go to another store before I buy another product.
- 12) I want to say yes here, but I can't think of any examples off the top of my head.
- 13) I think I am about to make a change...from Honda. For quite some time, they have been known as a very reliable car, but with recent news stories and some of my own experiences, we will probably not be a Honda customer for a while. Value and image will probably play a roll in our new buy.
- 14) I can think about this in two ways: for me, it would be creating an image that the product is really for a different generation. For the brand, maybe that was intentional, as they wanted to change their target market and I'm not part of it. No example off the top of my head.

- 1) Anonymous
- 2) 25-40
- 3) Female
- 4) Stay at home mom/freelance writer

- 5) Over \$100,000
- 6) There are companies like Wells Fargo who have relied on the same brand for over a century, and others (television networks and restaurants come to mind) who often change more frequently.
- 7) I think some companies do very well with their established branding and it behooves them to keep at least some part of the brand they are known for (for instance, "legacy" logos used by Wells Fargo (the stagecoach) and NBC (the peacock). See's Candy has used the same branding for years. Some companies rebrand to keep up with the times but the only time I see it as being mandatory is after a major blunder. (For instance, Carnival Cruiselines and Foster Farms have gotten bad press recently and will need to do some serious crisis management - which may need to include rebranding strategies - in order to win back the trust of their clients.)
- 8) I don't pay very much attention to commercials and advertisements. I might see an advertisement in a magazine or online and decide to look for more information, but I rarely buy into a product or idea based solely on an advertising campaign. Apple might be my one outlier here. Their branding is so connected to their product that it can be hard to separate the two, but I definitely continue to come back to Apple in part because their branding shows they understand their market and their product.
- 9) Depends on the product. I wish I could remember which company recently underwent significant rebranding because I really didn't think there was anything wrong with their old image. What I dislike is when a company is clearly trying to hop on some bandwagon and adopt a look that will clearly be outdated in five years.
- 10) I do have go-to brands, and it's usually because of positive prior experiences with the brand. Obviously, Apple, as I mentioned above. Some brands I come back to time and again are Trader Joe's, J. Crew, Target, and Costco (for stores). I buy certain household goods and foods based on a probably-too-complicated system based on value, quality, ingredients, and company ethics. Then there are other things, like makeup and running shoes, where I am not necessarily brand loyal and I could give two shits about their branding as long as they work when I need them to work.
- 11) It depends on what the product is and how quickly I need it. If the alternative involves supporting a company I would choose not to support, I will wait. Or I will buy the cheapest, smallest alternative I can find until my product comes back in stock.
- 12) Only in instances where a rebrand has coincided with a drastic product overhaul (for example, decreasing package size or changing ingredients).
- 13) A few years ago we chose to stop purchasing products from companies associated with the Koch Brothers. I also no longer purchase meat from Foster Farms or Swift, due to the way they treat their animals, partner farmers, and factory workers. We switched from Kraft mac and cheese to Annie's brand after learning about how they (Kraft) reformulated their product (changed package size, switched to lesser-quality ingredients) to keep up with Walmart demands. In all of these cases, my decisions were based on ethical concerns rather than branding.
- 14) I can't think of anything specific right now. If a company ran an ad campaign that insulted or poked fun at a group of people (women, homosexuals, racial minorities) I would likely be turned off.

The major rebranding debacle I can think of (only from history) is when Coke tried to introduce New Coke and then had to rebrand using Coca-Cola Classic. Oh! Didn't Netflix recently try to spin off their home delivery service as something lameass like Kwikster while making Netflix Instant a separate product with separate fees for both?

That didn't go over very well.

- 1) Ryan Alba
- 2) 25-40
- 3) Male
- 4) Sales
- 5) \$50,000-\$100,000
- 6) Every 9 years about, although it might coincide with mergers, CEO changes, and acquisitions. Slogans can change much more often, and almost be seasonal. Mission statements, and core values tend to be more innate.
- 7) I don't think time is the right variable to consider. A company needs to stay relevant to its primary client base. Rebranding would occur when either the client base itself evolves, or the company is changing focus to a different demographic/client base.
- 8) They have a slight influence. I'm more swayed by technological innovation and differentiation. Commercials have maybe a 20% influence. They primarily serve to inform me about new products/services that I haven't heard of, at which point I'll research them further.
- 9) I lean towards newer, more colorful design language.
- 10) Kirkland Signature, because I know it's quality, and we're getting a good deal. The bond started due to the great return policy through Costco. But that's the only brand really...I don't think I'm very brand loyal haha.
- 11) If the quality and value is comparable, I'll buy the competitor.
- 12) Not that I can think of.
- 13) Really just dependent on the combination of quality and value.
- 14) Firestone Brewery's new in-house designs are uglier. But it hasn't changed my opinion on their beer or product at all.

- 1) Richard Bryant
- 2) 41-60
- 3) Male
- 4) Product Evangelist
- 5) Over \$100,000
- 6) Every 18 months
- 7) Depending on what they do, major changes at least once a decade.
- 8) Maybe 60%. Mostly familiarity. The more you hear and see the brand the more you think you know them
- 9) Depends on the brand. Airlines and Hotels I like to see the branding stay longer as it shows stability. Companies that change too often make me believe they do not have their act together. Home Depot is a brand that hasn't changed that much but people know them well and know what they do. Head and Shoulders has changed with the time to be more attractive instead of a medical shampoo.
- 10) Yes. Gillette, Head and Shoulders, Pac Sun Issue 1 cologne, Oral B, United, Hilton, Evolve underwear, Apple iPhone. Quality, reliability, good value for price
- 11) Most of the time will wait for the brand to be available/in stock.
- 12) Store brand: Kmart. Underwear brand: Hanes and jockey. Many times I stop using the brand because they are no longer around

- 13) Can't think of one
- 14) I can think of the opposite. Holiday Inn new branding is up to today's times and the refreshed logo and marketing would now have me consider staying with them if my normal Hilton Brand is not available. Before they rebranded several years ago they were stuck in the 1960s look and made me think they were old and stale and stuck in the past.

- 1) Anonymous
- 2) 41-60
- 3) Female
- 4) Technical Consultant
- 5) Over \$100,000
- 6) Every 5-10 years
- 7) It depends on the success of the current branding. For example, Campbell's Soup has not changed their main brand in decades. Other brands, like some hair products, seem to change every year or two. Personally, I think rebranding can be somewhat dangerous to the familiarity and comfort-level people have with certain brands. Overall, I think my answer to your question would be "no".
- 8) Yes, they usually do. Although, sometimes, advertisers need to do a better job of telling you about the product while entertaining you with the commercial. In other words, while some commercials are very memorable, I often remember more about the commercial than the product itself. The commercial or advertisement also has to be believable in order to influence my decision.
- 9) Again, it depends on the product. Victoria's Secret and many other women's fashions update or discontinue their brands/styles far too often. I bought their products because I like them. I don't necessarily like the newer version or style.
- 10) Yes. Kleenex (better quality than other brands). Del Monte Green Beans (better taste and quality). Clorox Bleach (familiar). Tide Laundry Detergent (Better fragrance). Coach (style and quality).
- 11) It depends on what it is and how badly I need it. I will usually wait for my brand. For example, when I had Peapod service (Grocery Shopping and Delivery Service), I decided I didn't care for their service because when you send someone else out to do your shopping, you cannot make those kinds of "in the moment" decisions. You had to tell them your preference before they went shopping.
- 12) Yes. Playtex bras. Bad/old image and bad quality. Yes, when Victoria's Secret went smutty, I stopped shopping there for a while.
- 13) Yes, from American cars to Japanese cars. The quality, value, and dependability were gone from American cars.
- 14) Yes, Carl's Jr. and their slutty, sexually suggestive commercials. It's food and food should not be combined with smut. I'm boycotting because of it.

- 1) Susan Camarena
- 2) 41-60
- 3) Female
- 4) Teacher



- 5) \$50,000-100,000
- 6) About every other decade.
- 7) Rebranding should only be done if the original packaging is wasteful or old and tired looking. The brand might influence me in the store if it's eye catching I guess, but if it's food, health information on the label is important for my purchase.
- 8) I don't really buy products because of ads, but I do like when ads inform me of sales on the brands I do buy.
- 9) Mostly, I like traditional brands (of course price plays into that too).
- 10) I'll buy generic brands if they say "compare with.." like a facial scrub I use or shampoo, but I'm not really tied to brands..well I am a big Aveeno fan because of its results, not its brand.
- 11) I'll buy a competitor if it's a good or comprable price.
- 12) No, I don't think so.
- 13) I have changed brands when I found out a company was unfair to its workers or even had contributions to organizations I considered unethical.
- 14) A major stumble would be charging more for the item or maybe marketing to a younger age group...I don't want to buy something that looks like it's meant for kids or teenagers or even if its marketed to an older age group.

- 1) Sandi Pannarale
- 2) Over 60
- 3) Female
- 4) Retired Teacher
- 5) Over \$100,000
- 6) I don't see a set amount of time that companies change their slogans. Banks, like BofA and Wells Fargo, had their previous logos for many years. They both have changed their look within the past few years.  
As tastes change either seasonally or demographically, so do restaurants, food companies, and clothing stores.
- 7) Companies definitely need to rebrand if they are losing money/customers.
- 8) Commercials/ads do influence me, especially the ads for specialty dishes at restaurants. I would say I'm influenced about 50% of the time to buy the product. The jingle, voice, and overall look of the product influence me. And if there was a way to actually smell the product, well, then I would be a goner 100% of the time!
- 9) I prefer traditional brands.
- 10) My go-to brands involve shoes. I always buy ones that are the most comfortable, but still somewhat stylish. Merrell, Jambu, and Clarks are my favorites because no matter which styles I choose, they are always comfortable. While those companies have changed their styles over the years, they have not lost their comfort value, hence my strong attachment to them. It's funny, because I rarely see commercials for these brands. I guess their reputation has withstood the test of time without the need for heavy advertisement.
- 11) I normally wait for my brand to be in stock.
- 12) I have never stopped buying a brand because their image has become outdated, as long as the product has remained the same.
- 13) I can't remember a time when I made a permanent change from one brand to another because of image.

14) In my opinion a major stumble in rebranding (I'm not sure this really applies) is when a restaurant changes their menu by eliminating some of my favorite items or changed the recipe to save money. (Baskin Robbins comes to mind). I would rather pay more for the item to keep it the same. I prefer quality over quantity.

- 1) Anonymous
- 2) Over 60
- 3) Male
- 4) Retired Salesman
- 5) Over \$100,00
- 6) I have no idea. Maybe every 5 years or so?
- 7) When they're no longer getting good business.
- 8) When it comes to restaurant deals (like a dinner for 2 deal), commercials influence me a lot. Otherwise, I don't usually buy a product because of a commercial.
- 9) I prefer traditional brands. I know them and trust them.
- 10) I like Pepsi, and I refuse to buy Coke. Pepsi tastes better.
- 11) I buy whatever looks close enough, and then I get in trouble with my wife.
- 12) As long as the product stays the same, I couldn't care less about what it looks like.
- 13) I can't remember a time I switched main brands. I buy whatever is cheaper.
- 14) I don't like it when a product tries to cater to teenie-boppers. It makes me feel like the product is definitely not for me.

- 1) Tony Munoz
- 2) Over 60
- 3) Male
- 4) Retired grocery manager
- 5) 20000-50000
- 6) about every 5 years
- 7) not particularly
- 8) no. make me aware of something, but not influence me.
- 9) No, brands that are good and reasonably priced
- 10) Yes, Best Food mayonnaise because it tastes better than all the other brands
- 11) Wait, but on some, would choose another
- 12) No and no
- 13) Well, from margarine to butter, because it's better for me.
- 14) Finding out it's not that good, or a stupid commercial, like putting a sexual image or saying in the ad.

- 1) Frank Romano
- 2) Over 60
- 3) Male
- 4) Professor
- 5) Over \$100,000
- 6) Every few years

- 7) Polling would reveal perceptions of company and trigger re-branding if necessary
- 8) No influence. Might inform me of a new brand which I might investigate.
- 9) Makes no difference -- looking for product that meets needs at reasonable price
- 10) Certain brands have demonstrated quality and performance over time
- 11) I would wait
- 12) New Coke was the only re-brand that turned me off
- 13) No
- 14) New Coke

- 1) Anonymous
- 2) Over 60
- 3) Female
- 4) Retired Teacher
- 5) \$50,000-\$100,000
- 6) Every few years or so
- 7) Whenever they start losing business
- 8) No real influence. Inform me of new brands, but I usually don't switch after seeing an ad.
- 9) I generally prefer traditional brands because I trust them, but I'm not against updated brands.
- 10) Tide Detergent. Even though not the cheapest brand, it gets my clothes the cleanest and freshest.
- 11) I wait unless it is out of stock for multiple shopping outings.
- 12) No. Carl's Jr's sleazy commercials have turned me off for a while.
- 13) I changed from Cheer detergent to Tide because Cheer was out of stock for multiple chopping trips, forcing me to buy Tide. I have preferred Tide ever since.
- 14) Trying to market to a younger age group, or using provocative marketing.

- 1) Geri Tolladay
- 2) Over 60
- 3) Female
- 4) Retired
- 5) Over \$100,000
- 6) Every two – Five years
- 7) Yes
- 8) Yes about percent 80% Price, change in what has been added or subtracted from product, Curious about the product.
- 9) Traditional, usually.
- 10) Yes. Best Foods Mayonnaise, Skippy Peanut Butter , Starbucks Coffee, just to mention a few. Why – Better Taste. Have tried other brands and the flavor, & taste is not the same as the brand I prefer to buy.
- 11) Usually wait, unless I really need the item.
- 12) No, Not if I like it.
- 13) Yes, it was a doctor advising me to stop using Dial bathing soap, and changing to Cethapil bathing soap.
- 14) Yes, Coca Cola. It has changed. It has too many varieties, such as regular, diet, etc. Not recognizing the item, or it changing its ingredients

- 1) Rex Tolladay
- 2) Over 60
- 3) Male
- 4) retired
- 5) Over \$100,000
- 6) No idea,
- 7) Never if it is working,
- 8) No. 0%. Nothing
- 9) Traditional brands.
- 10) Yes, those that have been with us forever. I know what it is.
- 11) Buy another familiar brand
- 12) No. Yes.
- 13) Not available anymore.
- 14) Lack of recognition. Coca Cola