Haute école de gestion
Genève

Assessing the influence of rebranding and cultural-factors on consumer brand's perception

- A fictional product rebranding experiment -

Bachelor Project submitted for the degree of
Bachelor of Science HES in International Business Management

by

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Geneva, June 3rd 2022
Haute école de gestion de Genève (HEG-GE)
International Business Management

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Acknowledgements

I would like to give special thank you to Mr. Mark Shepherd for his follow-up and guidance throughout the completion of this study.

Thank you also to friends, and family for their support during this bachelor thesis as well as their help in spreading the survey to receive answers around Switzerland and the United-States of America.

Executive Summary

This bachelor thesis seeks to understand the impact of rebrand on the consumer's perception of this change in visual identity and to identify whether the cultural factor influences this perception. It will be useful for companies, marketing managers, brand managers, and executive to understand the importance of the consumer's perception during the rebranding process but also of the transcultural factor that can appear during an international business

To conduct this study, we designed an experiment using the example of the internationally recognized company, Red Bull. We then submitted this experiment to two different groups of consumers, Swiss and US. Switzerland and the United States, even if considered as Western nations, do not have the same approach to consumption neither the same way of perceiving a brand and its communication.

We discovered that there is a significant effect on consumer perception when undergoing a rebranding and that culture dissimilarity also influences this perception. Brand advocacy and attachment are differently perceived among our two samples. These factors are correlated with the perceived quality of the product and the level of interest/involvement in the brand meaning that a high level of interest and a greater perceived quality result in a positive perception of a rebrand.

There are also different individual influencing characteristics that underline these dissimilarities between two cultures such as the brand loyalty, the brand familiarity as well as consumption behavior and the reasons why people consume the product. For example, the term chosen for the new brand induces for some people new brand attributes and impacts their perception while for others, less familiar with the brand, perception is less or not impacted.

At the sample level, the differences are not particularly noticeable, but considering that the sample represents a whole population, the results will be more obvious. Indeed, the outliers allow us to assert that there is a change in perceptions according to the culture of the consumer.

Contents

List of Tables

List of Figures

1. Introduction

Today, it takes 0.05 seconds for consumers to form an opinion of a brand and 86% of them say that authenticity is a key point in their decision process to support a brand (Maryam Moshin, 2020). In addition, revenue can be increased by up to 23% when a brand is presented consistently across its various communication channel and that it takes people 5 to 7 impressions of a brand to remember it (Ivana, 2022). These figures underline the importance for a company to invest adequately in their brand image and not to underestimate this important step.

It also happens that a company needs to modify this initial brand image for various reasons such as after having undergone a bad publicity event, a company merger, to reposition itself, to reach a new market or simply because the image is outdated (Nichell, 2019). This exercise remains very perilous and has already cost several companies dearly, as in 2009, with the rebrand of Tropicana, a PepsiCo brand, which was a complete disaster causing them to lose nearly twenty million dollars in sales. The company underestimated the attachment of consumers to the initial branding (Bianca Male, 2010). Indeed, the company didn't consider the importance of the product identification and recognition by their consumers. A new logo, new typography, new slogan, new image, and new lid were too many changes at a time, and it confused the consumers when they were shopping for the orange juice as they didn't even recognize the product on the supermarket shelves. Since they could no longer identify with either the brand or the product, the emotional connection was broken, and this caused the rebrand to fail (The Branding Journal, 2022).

Most companies undergo a corporate rebranding at least once in their business life cycle. Most often an evolutionary rebrand, which consists of minor changes in the brand's positioning and image. These are changes that are difficult for consumers to notice, like Visa International in 2005, which wanted to adopt a fresher look that only few consumers noticed. It also happens, even if it is less frequent because more expensive and riskier, a revolutionary rebrand which constitutes major changes easily identifiable such as a name or a logo different from the previous one (Muzellec and Lambkin, 2005). In both cases it is a delicate, expensive, and reputational risk. The company must be able to maintain its brand relevance and reputation with consumers over the long term to avoid all the risks associated with failure, as seen with the Tropicana example above.

But where does the consumer fit into all this? A study shows us the importance of involving the consumer in the rebranding process to reduce the chances of failure, especially in today's digital era where control is no longer centralized but distributed among all the players in the market. That was the case with GAP's rebranding in 2010 which turned into a total fiasco. Shortly after the announcement of the new brand identity (logo), a wave of criticism broke out on social networks forcing, in the end, the brand to retrace its steps and keep the initial logo (Tarnovskaya and Biedenbach, 2018).

Also, the cultural risk is an important factor to consider for international companies. Even though we are all humans we may be different in terms of ideology, languages, values, and tradition. This, in theory, probably impacts the reaction and perceptions toward a company rebrand. As described in Martin S. Roth's study (The Effects of Culture and Socioeconomics on the Performance of Global Brand Image Strategies, 1995), different brand communications are needed in different countries. This implies that the cultural factor is a key element in rebranding and that by definition German consumers will not perceive the change in brand identity of a company in the same way as Chinese consumers.

All this leaves us with assumptions: is a rebrand differently accepted in some cultures? Does undergoing a rebranding affect consumers' perception of a brand?

To try to answer these questions, we will proceed to a fictitious rebrand of the internationally recognized brand Red Bull and submit our experiment to Swiss and US consumers to be able to assess the importance of the cross-cultural factors.

2. Literature review

Now that we have seen the context for the research in the introduction we can dive in and complete our understanding with the literature review and prior research.

2.1 Branding and rebranding definition

Revitalizing and repositioning a product or a brand through a complex process of changing the brand's value proposition while modifying certain visual aspects can sometimes be a necessary step due to constantly changing market conditions (Muzellec and Lambkin, 2005). It takes consumers only milliseconds to form an opinion of a brand today and they need to see it 5-7 times to remember it, which underscores the importance of demarcation.

The traditional definition of the term "brand" provided by the author (Kotler, 1991) is the creation of "a name, term, sign, symbol, or design, or a combination thereof, that is used to identify the goods and services of a vendor or group of vendors and to differentiate them from those of competitors." The idea behind branding is not to be chosen by the target audience over the competition but rather to place oneself in the mind of the consumer as the sole provider of a certain good and/or service. Adding the prefix "re" in front of "brand" implies that it is about starting the exercise one more time. So based on the definition provided by the author (Kotler, 1991) the term "Rebranding" refers to the creation of a "<u>new</u> name, term, sign, symbol, or design, or a combination thereof, that is used to identify the goods and services of a vendor or group of vendors and to differentiate them from those of competitors." The primary objective of a rebrand is therefore to reflect a change in the organization or to manifest a new image.

We can distinguish two different levels of rebranding: evolutionary rebranding and revolutionary rebranding. Evolutionary rebranding as explained in the introduction refers to minor brand changes that are hardly distinguishable by the audience whereas a revolutionary rebranding is a complete change of a company's brand identity (e.g. name or logo).

To better understand where to situate our rebranding strategy and process for the fictitious rebranding experiment we can look at the following model (Muzellec and Lambkin, 2005) which, in its elaboration, considers already established models of corporate branding (Hatch and Schultz, 2003; Urde, 2003).

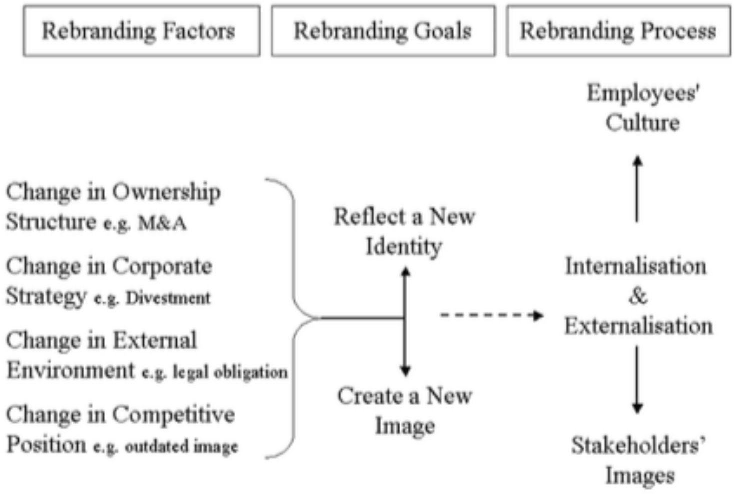

Figure 1 - A model of the rebranding process

The model suggests four triggers for a rebrand: a change in ownership, a change in the company, an external change, or a change in competitive or market conditions. The first two involve reflecting a new internal identity to be promoted to employees and the corporate culture. The last two involve the objective of creating a new image to be spread outside the company to the various actors concerned, such as consumers or suppliers, for example. For our experiment to run smoothly, we want to evaluate the impact of an image change (a product rebrand) on consumer perception, which implies a change in market conditions and competition as a trigger.

2.2 Review of the conceptual model of brand equity

Brand equity is a concept that has received a lot of attention in the past years and can be referred to as an intangible asset of a company. However, many definitions have emanated from different authors in recent years in several published research. As the author (Baalbaki 2012) suggests in the figure below we can evaluate brand equity from different perspectives: the financial, the consumer, and the employee perspectives.

Figure 2 - Brand Equity Perspectives

The consumer perspective approach, also called consumer-based brand equity (CBBE), is the dominant perspective for this study but also within the academic community. Indeed, if the brand has no value in the eyes of consumers, it will be meaningless in the eyes of investors or resellers. Furthermore, we wish to evaluate in this study the consumers' perception of a rebrand and therefore favor the orientation of this research on this perspective.

Kevin Lane Keller (1993) proposed a conceptual model of brand value from the consumer perspective to help measure and manage the consumer-based approach to brand value. He defines this approach as the effect that distinguishes brand knowledge on consumers' response to brand marketing. According to this model, a company necessarily provokes positive (negative) reactions when it applies its marketing strategy. Consumers, therefore, tend to react more (less) positively to the marketing element of a brand they know than to a fictitious brand or an unnamed product. An example to illustrate this concept is the difference between the price of a Red Bull energy drink and that of a white or sub-brand. The taste is the same but the price is not and still millions of people continue to buy cans of Red Bull every year. It is this difference that can be considered as brand equity, it is intangible, difficult to calculate but the synergies between the product and the brand identity allow the company to dominate the market.

Marketers must realize that the success of long-term marketing is greatly impacted by the knowledge and perception that consumers have of their respective brands. This leads us to analyze the different dimensions of the brand awareness concept represented in the illustration below.

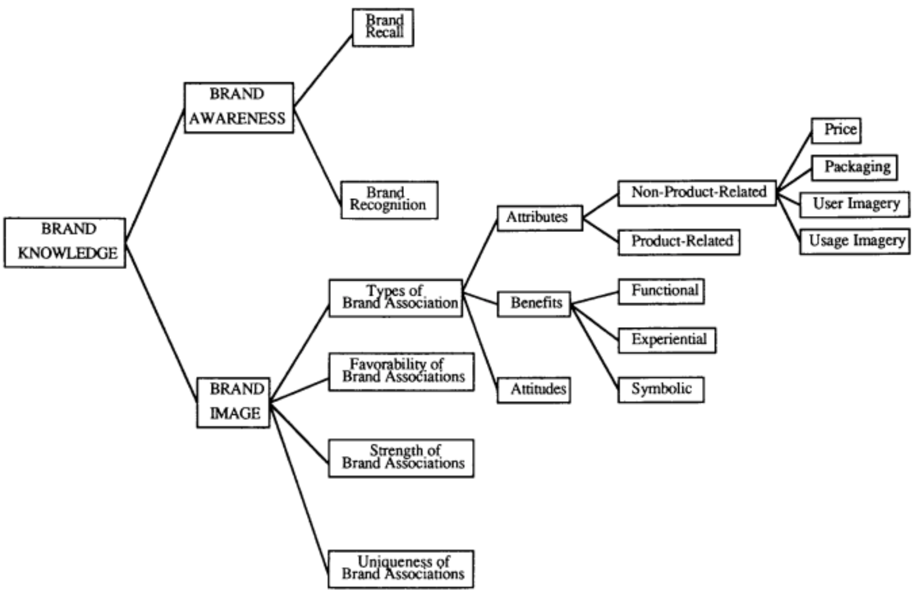

Figure 3 - Dimensions of Brand Knowledge

Brand knowledge is directly linked to the perception that a consumer has of a brand as it can be seen on the above model, firstly to brand awareness and secondly to brand image. These two components are conceptualized in this model through an associative memory network that tests the ability to correctly identify a brand under certain circumstances.

Brand awareness is constructed from brand recognition: it identifies how an individual can distinctively recognize a brand among others; and secondly from brand recall: it is how the consumer is able to generate the brand from his memory when exposed to information such as the product category or the need fulfilled by that product.

Brand image is defined in this model as consumers' perceptions of a brand and translated into the various associations with the brand in question in the consumer's memory.

It is therefore an important concept to consider when creating a brand identity because it is indeed the whole brand equity that is in perpetual construction and adaptation. The concepts presented in this study can be applied to different brands from different industries and of different sizes, but the study does not investigate in depth the potential relationships or development paths also applicable to rebranding. It will therefore be useful as a reference point to evaluate and help develop additional knowledge on this model and understand which dimensions are more likely to be impacted during a rebranding process.

Although the literature related to aspects of rebranding is scarce and understudied compared to other topics, another study (Blazquez et al., 2019) highlights the relationship and draws parallels between rebrand and brand equity. We learn that brand equity is a central pillar considered during a brand change to restore, maintain, or improve the image (Merrilees and Miller, 2008). Also, the three key factors for engaging in a rebrand are corporate mergers, corporate splits, and to refresh an outdated brand image (Muzellec et al., 2003). This translates into three distinct strategies: repositioning, relaunching, and rebranding.

Again, there is no analysis of the link between a rebrand and consumer perception of it. This confirms that there are gaps in the knowledge on this topic and our study will allow us to develop more knowledge on the subject.

2.3 Resistance or acceptance of product rebranding

Very few studies have been conducted about product rebrand, which still lacks academic research. This study (Collange and Bonache, 2015) reinforces the knowledge on this topic and completes two empirical studies already conducted in this sense (Aimé-Garnier and Roux, 2006; Collange, 2008) which show respectively: 1) that a cobranding step between the old and new branding is not necessary during a brand change and 2) the identification of the characteristics that a new brand name should have to optimize its acceptance by the brand's consumers. However, the first point can be questioned and supported by the example of the rebrand from Marathon to Snickers in the UK in 1990. Indeed, Snickers was the name used everywhere except in the UK and the company wanted therefore to align this product worldwide. To make the new brand more easily accepted and the transition smoother the team in charge of the new packaging established a cobranding with both names. The packaging read "*Snickers*" in a large font and "*The new name for Marathon*" in a smaller font. This was a success and it reassured consumers that even though the name is different, the product remains the same. This case study shows that it may be necessary to add a cobranding step for a consumer product such as Snickers and overcome potential customer resistance. The authors (Collange and Bonache, 2015) address the problem of resistance encountered during a product rebrand and how to overcome this resistance. We know that for a service company like an airline, a positive perception of the rebrand influences the consumer's attitude in this direction as well, but this attitude does not influence the purchasing behavior (Nichell, 2019). Indeed, thinking that a rebrand will allow consumers to decide to book a seat with the airline in question is a bit difficult to consider. But what about consumer products purchased on a regular basis?

In addition, the results of this research (Collange and Bonache, 2015) show that out of 45 people interviewed, half (49%) expressed a negative opinion on a rebrand, in the case of a brand name change of a consumer product, and the other half (51%) expressed a neutral opinion. No positive opinions emerged from these interviews, but some interesting remarks were shared. For example, for a neutral opinion considering the rebrand of a product as not shocking, the interviewee said: "A change of brand does not shock me at all because today all brands are of very good quality", "At first I will be surprised, even destabilized, but if the packaging remains the same, I will buy it". We can understand here that the interviewee attaches more importance to the visual aspect of the product than to its name. Perception therefore varies depending on the brand element being changed. Others feel anger and see this as a choice imposed by the company on its consumers. In addition, some people do not understand the purpose of the change because it is generally not well communicated outside the company, causing consumers to lose their bearings.

From these results, five variables emerged that could possibly influence attitudes towards product rebrands: 1) Surprise about the change: either consumers do not find the change surprising, find it surprising/weird/very risky, or find that there is a loss in brand equity. 2) Misunderstanding about the change: either consumers question the motives behind the rebrand, do not understand it at all, accuse the company of hiding something and being dishonest, show reasoning and hypothesize behind the reason, and overall have difficulty understanding the need behind it. 3) Feeling of negative emotions: they feel destabilized, angry, sad, do not see the added value for them, lose their bearings, are worried that they will not recognize the product anymore. The product is closely linked to the brand name and a change in one does not go without a change in the other. 4) Trust in the company: consumers question the sincerity and honesty of the company, are skeptical and want to verify everything, require an explanation to address the fear associated with this change. The trust given to the company thus seems to have diminished or dissipated the first three variables. 5) Attraction to the novelty: they feel more attracted by this novelty but remain suspicious, see this change as a temporary annoyance but others see it as a great disruption in their purchasing routine. The first three variables that can influence the attitude of consumers are psychological variables and the last two are rather considered as individual characteristics underline the authors.

In addition, quantitative research confirmed that the rebranding process is a divisive practice among consumers. These results are consistent with previous research (Aimé-Garnier and Roux, 2006; Collange, 2008; Jaju et al., 2006) that surprise effect is a major factor in influencing consumer attitudes in three ways: An indirect negative impact of surprise on attitudes due to 1) lack of understanding of the reasons for the change, 2) negative emotions due to the change, 3) a direct impact not influenced by cognitive processes. This will be taken into account in our experiment in order to reduce the potential bias related to this effect.

Some remarks can be made about this study, starting with the fact that the sample of 45 people interviewed was 91% female and that parity is not respected here. The results could possibly have been different if more men had been chosen. Secondly, the study was only conducted in France and the cultural factor was not really considered.

2.4 Cross-cultural factors in rebranding

There is a significant lack of resources that study the cultural impact on a company rebrand. Indeed, humans are all different in terms of ideology and perceptions, but how do borders bring people together in their differences? How can a company ensure the success of its rebrand on an international scale? How is a rebrand perceived by consumers from different cultures? How do you ensure brand performance in two different countries? The author of the study "The Effects of Culture and Socioeconomics on the Performance of Global Brand Image Strategies" (Roth, 1995) highlights two areas of research being: first, the effect of brand image strategies in product performance; and second, international brand image management.

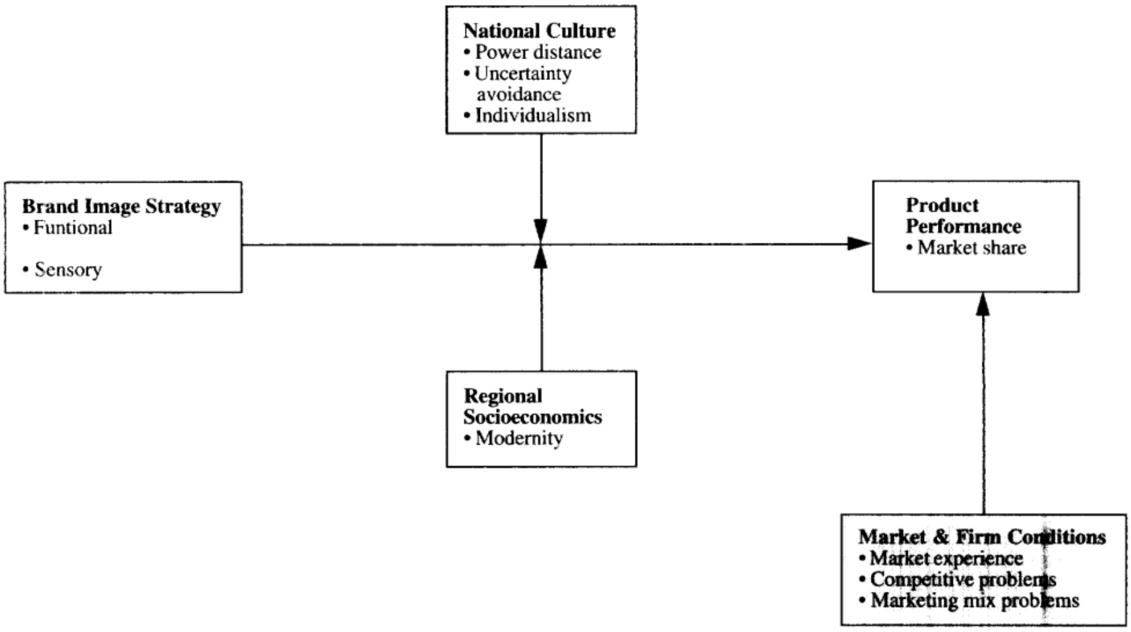

Figure 4 - The effects of cultural and socioeconomic factors

The author focused his research on three types of branding: functional, social and sensory. For functional branding, marketing must communicate on problem prevention and resolution. For social branding, marketing must communicate about belonging and affiliation to a group. And finally, for a sensory brand, marketing must focus its communication on novelty, variety and gratification. The study shares with us a conceptual model in which two characteristics, cultural and socio-economic, are presented as factors affecting branding (see Figure 4).

The culture of a country is an indirect influence on consumer behavior affecting their individual needs in different ways. A cross-cultural value system identifies three cultural factors related to consumer needs and brand image (Hofstede, 1984): 1) the power of distance referring to the social inequalities between the economic classes of a society,

2) uncertainty avoidance which refers to the constant search for stability, predictability, and low stress, 3) individualism as a cultural aspect which underlies that people value themselves, their freedom, and their time more than the community.

The second factor, regional socio-economic, supports the idea that while culture is about the whole nation, socio-economic conditions are more dispersed, and differences can be seen within a single nation. According to one study (Inkeles, 1983), sociologists evaluate the social and economic level of a region according to its modernity. The two aspects of modernity affecting consumer behavior described in the study are: income available to the consumer and exposure to consumption.

The results show that two out of the three cultural aspects issued have a greater importance on the performance of the brand strategy: the power of distance and individualism.

In countries with low power distance (e.g. Germany, Holland or Argentina), the results support functional brand communication as defined above. On the contrary, when the distance is high as for China, France, or Belgium, a social or sensorial brand image is more appropriate. Moreover, in countries with a high culture of individualism, such as European countries, brand images that communicate on functional and sensorial aspects are more effective. On the contrary, in countries where the culture of individualism is lower, such as in Asia, brand image strategies communicating on a social aspect are more effective.

Although this study (Roth, 1995) provides us with interesting and useful facts, society has since evolved and the ways of thinking, communicating, and consuming have changed greatly. It would also be interesting to complement this knowledge with other research examining how a change in image or marketing approach impacts perception and brand equity in general.

2.5 Consumer perception and branding

Few studies directly discuss the relationship between a consumer's perception of a rebrand. Perception can be defined as a process in which a person selects, arranges, and translates a stimulus that is then filtered and adjusted to become their view of things (Solomon et al, 2006). In the case of a study conducted in Zimbabwe on a bank (Makasi and Govender, 2014) a successfully completed rebrand can influence the consumer's perception of a company. It would even influence consumer loyalty to an institution. However, it must be considered that this study was conducted in the banking industry in

Africa where consumer perception can differ as it does from one continent to another when the cultural factor comes into play. A second study conducted in this direction (Mwanzia, 2018) states that 82% of respondents, in a rebrand of a bank in Kenya, like the new brand communication and 70% of them prefer it to the old one. Also of interest, 85% of respondents expect better service and show a parallel between undergoing a rebranding, consumer perception, and perceived quality. Again, the cultural factor is not taken into consideration since the study was conducted on a single population and could therefore lead to reconsider the results once the cross-cultural factor is considered.

3. Methodology

In this chapter, a study is developed to examine the effect of a product rebrand on the consumer's perception of a brand and the impact of the cultural factor on this perception. To do this, we will conduct an experiment by rebranding a well-known and internationally sold product, Red Bull.

First, an analysis of the brand and its essence is done to better understand the key points that will help us build our approach to the fictional rebrands. Furthermore, since most research on this topic has focused on cases of companies that have already rebranded (Makasi and Govender, 2014; Mwanzia, 2018) to measure the effects on consumer perception, this study will take a more practical perspective and conduct two fictional rebrands of a consumer goods company and not a service company. This experiment is interesting because no research before has conducted fictitious rebrands of a consumer good in the energy drink industry, a subset of the soft drink industry.

Secondly, a quantitative and qualitative data collection approach is conducted through a questionnaire combining closed and open questions. The development steps of the questionnaire will be detailed with the related data. This will be followed by the data collection and tools used, the collection procedure and the analysis of the data extracted from the questionnaire.

3.1 Brand study of Red Bull

3.1.1 Background of the company

Red Bull is an Austrian company founded in 1984 by Dietrich Mateschitz who was inspired by functional drinks from the Far East. He spent three years developing the then unique and innovative recipe for Red Bull and launched a new category of drink, energy drinks, on the market in 1987. During these three years he not only developed an innovative recipe but also designed the unique marketing concept around this drink. Today, the company has sold more than 9.8 billion cans worldwide in 2021 and has 13,610 employees in over 172 countries. The turnover has largely increased by 23.9% in 2021 to reach just over 7.8 billion euros.

3.1.2 Competitive landscape

With a combined market share of 33.9% in the US in 2021 (Red Bull Classic 23.3%; Red Bull Sugar Free 6.3%; Red Bull Summer Edition 4.3%) and 43% globally, the company retains the top spot on the podium ahead of its biggest competitor Monster Energy by a few points at 39% (23.2% in the US). Another major market leader in the US is VPX Bang with 8.6%. Globally, behind Red Bull and Monster Energy, we find Rockstar (10%), Amp (3%) and NOS (3%).

3.1.3 Brand analysis

3.1.3.1 Brand culture – mission, vision and core values

The mission of Redbull is to give wings to people and Ideas since their launch in 1987. Their vision is “to upholding Red Bull standards while maintaining the leadership position in the energy drinks category while delivering superior consumer service in a highly efficient and profitable manner.”. Their core values include "people, ideas and culture". The popularity of this company is due to the way it runs its business. Red Bull has shown that it puts people first, which is why it has one of the healthiest corporate cultures.

3.1.3.2 Target audience

The target audience of Redbull is mostly male aged between 18 to 35 years old who are students, athletes, working professionals, extreme sports enthusiasts and aspire to live on the edge. These people are generally adventurous, ambitious, and active in life.

3.1.3.3 Core message and positioning

The core message that Red Bull is communicating about is that drinking one of their products will “give people wings”. This tagline, this metaphor, refers to the best version of themselves. Indeed, their promise is that by drinking Red Bull like people’s favorite athletes or personalities, they will have the energy and ambition to reach and even exceed their goals. They position themselves as an aspirational brand that helps normal people achieve extraordinary things by drinking their cans.

3.1.3.4 Unique Value Proposition (UVP)

Red Bull's UVP is essentially the energy it gives people to achieve what they want to achieve. It is also the very first energy drink to be considered reliable and truly energizing. This goes hand in hand with the central message they communicate on the point above.

3.1.3.5 Competitive advantage and differentiation factor

Being the first to enter the energy drink market, it benefits from a huge familiarity with the brand. It also has very effective distribution channels that allow it to have a global presence and turn its niche market into a mass market within a few years.

3.1.3.6 Brand marketing and communication strategy

They use an "always-on" strategy of always being active on offline and online platforms. It's a mix of sponsoring extreme sports/activities, music events and festivals, but also a high-quality content marketing strategy that drives brand awareness and word-of-mouth. In fact, this content marketing is at the heart of their marketing strategy, as they leverage their powerful brand image consistent with extreme sports and music events to produce valuable content that they distribute across their digital channels.

Red Bull's strategy is not based on promoting energy drinks, but rather on creating a strong brand and delivering a message, a story, that embodies a special and unique lifestyle for its audience. This is the main reason why, when watching their videos, we only see their product for a few seconds. They don't sell drinks, they sell energy, feelings, they sell wings and invest a lot of marketing to communicate on it.

3.1.3.7 Objectives

Basically, their goals can be translated from their vision statement:

- To maintain their quality standards to preserve the brand's reputation and increase its popularity.
- To maintain their number one position in the energy drink industry and continue to create a benchmark brand in terms of energy for the body and mind.

These objectives drive their marketing, their communication, their internal organization, and their actions throughout their daily operations.

3.1.3.8 Brand elements

Visual elements:

- Logo: Two bulls facing each other with a circle behind them
- Blue, Red, and Yellow (primary brand colors)
- Brand name: Redbul

Personality traits:

- Exciting
- Courageous
- Distinguishable
- Hyper-Energetic
- Extreme
- Active
- Non-conformist
- Risk-takers
- Powerful
- Adventurous
- Audacious
- Crazy
- Fun
- Cool
- Fearless

Taste:

- Experiences
- Extreme sports/music events
- Sensation of dream/aspirational

3.1.3.9 Communication and tone of voice

They speak to their consumers in a consistent manner because the same tone runs through their various communication channels. Whether it's on YouTube, social media, or TV commercials, the viewer feels like they are talking to the same person, which goes a long way in personifying their brand. In terms of tone of voice, they primarily use informal, conversational language with a touch of humor and adventure.

3.1.3.10 Brand essence

The brand essence is the heart of Red Bull. It is what drives the strategy internally. The figure below translates the brand analysis into one elements of the brand (Mark Shepherd).

Figure 5 - Brand essence of Red Bull

3.2 Fictional product rebranding experiment

There are several key factors to consider when rebranding a product and assessing the perception towards it. A rebranding model was developed and proposed during a corporate rebranding study (Miller, Merrilees, and Yakimova, 2014) and is broken down into three phases (see Figure 6).

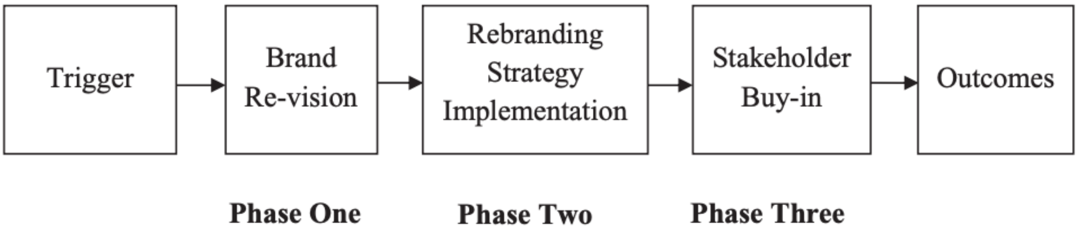

Figure 6 - Model of a corporate rebrand

Although we are dealing with a product rebrand and not a corporate rebrand, we can still use this model as a guideline when designing our experiment since the desired outcome, in real life, is the buy-in of both the internal and external stakeholders (Muzellec and Lambkin, 2005). The study found six major drivers and five barriers to the process that influence the three phases of undergoing a corporate rebranding.

The six drivers are: (1) strong rebranding leadership, (2) developing brand understanding (phase one), (3) embracing internal rebranding activities and (4) ensuring continuity of brand attributes (phase two), (5) managing internal/external stakeholders by (6) implementing an integrated marketing program (phase three).

The five main barriers are: (1) taking an autocratic approach to rebranding in the process (Multi-phase), (2) tensions between stakeholders (Multi-phase), (3) taking a new vision that is too narrow compared to the original vision, (4) conducting inadequate upstream research and market understanding (Multi-phase), (5) misconstruing the consumer position in the process.

In general, successful rebranding exercises are more likely to include one or more of these enablers and vice versa for failures. Remember that these enablers and barriers concern a corporate rebrand where the whole culture and structure of the company are impacted. In our case of a product rebrand, we do not have to take all these points into consideration. The most important ones to consider are the development of an understanding of the brand (Red Bull), ensuring the continuity of the attributes that make up the brand, as well as the context and the management of the stakeholders in the communication of the rebranded product, here, the participants in the questionnaire. These factors provide a framework for the rebranding process but do not reveal the direct influence of a rebrand on their perceptions. We will also consider the four main human factors on the perception of a brand from the consumer's point of view: cognitive, emotional, language, and action factors. These four key points will allow us to optimize the choice and orientation of our questions in the implementation of the questionnaire and will be detailed in the questionnaire elaboration section.

3.2.1 Procedure of the experiment

To design the experiment, we jointly chose with the mentor of this research to rebrand (change the name) of Red Bull. Indeed, the name of a company (and in this case also the product name) is often the first element that consumers will encounter. It is therefore essential for a company to understand the importance of having a distinctive name that people remember and the possible repercussions on the company and its brand when changing it. We didn't want to completely change the company's brand identity, so after some thought, we chose the following two names:

- **Blue Bull**: We wanted to play on the perception of color by changing only the "Red" to “Blue". Keeping the word "Bull" was important so as not to completely lose the link between consumers and the product.

- **RB Energy**: Since "RB" refers to the initials of "Red Bull" we wanted to keep a link between the original product name and the rebranded name. By adding the word "energy" we wanted to see how participants' perception was affected.

To justify the brand name change to survey participants we asked them to imagine that Red Bull could no longer use this brand name which was therefore forcing the company to change it, and that after study by the marketing team the two new names mentioned above had been selected. To optimize the results of the experiment and allow participants to better visualize we designed two rebranded cans:

Figure 8 - Rebranding 1 (Blue Bull)

Figure 8 - Rebranding 2 (RB Energy)

We then placed the experiment at the end of the survey with the intent that participants could condition themselves to the product and the company with different questions beforehand and thus collect authentic, spontaneous, and honest responses on these rebrands. To evaluate the impact on the respondents' perception, we previously asked several questions (variables) about the original Red Bull brand in the questionnaire before presenting the rebrands. We then repeated these same questions after each rebrand in order to have a distinct view on each of the (re)brands: Red Bull, Blue Bull, and RB Energy. It is important to note that we used the same questions so that the data would be comparable and fairly interpretable.

Disclaimer: Red Bull is not associated in any way with this research and the rebranding experiment designed.

3.3 Participants

As described in the study by Martin S. Roth (1995) there are different approaches to brand communication in different countries. This implies that the cultural factor is an important element to consider for the brand image of a company and that it is therefore essential that the participants come from different cultures. This study therefore focuses on two markets with contrasting consumption habits, Switzerland, and the United States. Since Red Bull is widely distributed in both countries, participants must be familiar with the brand, have tasted or drink Red Bull, and be Swiss or American consumers. We make no distinction as to age, gender, income, or social status.

3.4 Survey development

This section describes how the survey was developed. It includes the type of survey used to conduct the study, the development of the questionnaire with the different variables and experiments, the pre-testing of the questionnaire with the validation of the study mentor, and finally the overall survey structure.

3.4.1 Type of survey

The survey is designed to collect quantitative primary data because it allows to collect more data quickly. This primary data helps us to understand the general characteristics and opinions of consumers on the perception of a rebrand. Since the aim of the study is to collect a large amount of data from two different consumer groups, the online distributed survey approach was preferred. This approach allows for the collection of data regardless of the geographic location of the participants. It also allows for the use of data analysis with descriptive statistics to better highlight potential correlations between the cultural factor and its impact on undergoing a rebranding as well as to establish cause and effect relationships. To develop the survey and collect the data the software Qualtrics, recommended by the research university, was used.

3.4.2 Elaboration of the questionnaire

The set of questions was developed considering the four fundamental human factors on consumers' affinity to a brand that affect their perception. These are the following:

- Cognitive: associations made by the consumer with a brand
- Emotional: feelings associated by the consumer with a brand
- Language: the way a consumer talks about a brand
- Action: the experience a consumer has with a brand

We also deepened our knowledge of the brand used for the experiment by doing a full analysis of Red Bull. This then allowed us to ensure continuity between the different attributes that make up the brand as well as to establish a context for the experience. The only limitation was stakeholder management regarding rebrand communication. Since this is a fictitious rebrand, the communication around it could not be done in real conditions.

An initial set of questions meeting the above criteria was selected, and then 29 of these questions were chosen based on their relevance to the research objective and the length of the survey to maximize participation (Appendix 1).

The questionnaire was initially developed in English and then translated into French so that each group of participants could respond in their native language.

3.4.2.1 Overall structure of the questionnaire

The survey is structured in 4 different blocks. The first block is an introductory block that explains the framework in which the study is conducted, and the subject studied. The second block is an output block that allows for a first sorting among the participants who do not meet the participation conditions. The third block is used to understand participants' consumption habits and reasons, experience, and attachment to Red Bull. The last block assesses the participants' perception of the brand and includes the experience conducted. It is also in this block that we collect demographic data.

3.4.2.2 Variables

First, we make sure that the participants are Swiss or American consumers, and that they know and consume/have consumed Red Bull to pre-screen our sample and to exclude those who would not meet these criteria. Indeed, people who do not consume the products of a brand can more hardly position themselves and give a strong opinion about it. This prevents us from including biased data when interpreting them. Also, demographic variables such as age, gender, nationality, occupation, and type of activity allow us to establish a sample profile of the participants.

Brand attachment is surveyed to better understand the emotional connection between participants and the Red Bull brand. This helps us to better comprehend whether high attachment influences their view on a brand identity change. We also discussed brand loyalty which helps us segment loyal consumers from others and analyze their reaction to the Red Bull rebrand. The brand experience is also tested to understand how the brand has placed itself in the public mind. A positive experience that is consistent with the brand's value proposition is more likely to impact a consumer's behavior and perception than if they feel that the experience has no value. Brand familiarity and interest level are also important factors in consumer perception because it is directly related to the amount of time consumers spend engaging with the brand. Low familiarity and low interest in the brand will have little effect on consumers' perception during a rebranding exercise since they have very little interest in it. Reasons for consumption and perceived quality are also assessed to better understand how well the brand delivers on its promise in the minds of consumers and if so, how this affects their view of Red Bull. Brand advocacy allows us to assess the level to which they recommend the product to their friends and helps us understand the differences in impact between the original and rebranded product. Finally, a question on consumer commitment to the brand takes up these different pillars and allows us to synthesize their respective levels of importance.

These different pillars of variables combined helped us to develop a set of questions and an experiment that allows us to establish whether they impact consumers' perception of a brand, but also whether they play a preponderant role in consumers' reaction to a rebranded product they know and consume. The use of these pillars allows us to better segment consumers by sample profile when analyzing this data and to draw a maximum of knowledge and interpretation from it.

3.4.2.3 Pre-test of the questionnaire

The pre-test provides an understanding of whether study participants correctly understand the questions and task statements. This helps to avoid any potential points of uncertainty and misunderstanding. Since the survey was developed in English and then translated into French, it is submitted to 4 participants, 2 native English speakers and 2 native French speakers, to avoid any problems with syntax, spelling, typography, and general interpretation of the variables and items. Once the feedback is received, the different aspects are adjusted. Finally, the study mentor gives feedback as well and the survey is adjusted, approved, and distributed.

4. Results

4.1 Data collection & tools

The data is collected via an online survey distributed only through social networks and personal and professional networks. The sampling method chosen for this study is convenience sampling because it allows for quick and easy data collection in a limited time frame. A convenience sample for each of the groups, the United States and Switzerland, is set at 100 participants. However, this method and the small number of participants in each group limits the generalizability of the results to a larger population. The tools used to analyze and clean the data are Excel and Qualtrics. In Excel, the descriptive statistics feature for each sample is used. This allows access to information such as the mean and median, the standard error and standard deviation and finally the variance and help understand the visualization of the data and present it in a meaningful way to allow for simplified interpretation. Qualtrics is used to obtain different types of graphics. We will look at the data separately between our two sample groups, Swiss and US, in order to be able to distinguish possible patterns, or not, and to analyze the data more fairly. Indeed, due to the parity problem when collecting data between Swiss and US consumers, if we look at the overall results, the comparisons and illustrations of these results will be influenced and biased by the perception of Swiss consumers since they represent more than 84% of the total sample.

4.2 Sample profile

In total, 211 participants took part in the survey. Of these 211 responses, a total of 51 surveys were withdrawn either because the participants did not know the brand of Red Bull, did not consume it or were neither Swiss nor US consumers. Of the remaining 160 surveys, 33 were withdrawn because they had not been completed. This leaves us with a total of 127 usable samples for analysis as shown in Table 1 below. First, we notice that the majority age range is between 18 and 34. The standard deviation of 0.82 confirms this and indicates that the distribution is not too scattered and represents Red Bull's target audience sufficiently well. In terms of gender, we have an almost perfectly equal distribution between men (65) and women (62), which allows us to say that the sample represents both males and females well. Concerning the distribution between Swiss (107) and US (20) consumers, there is a very large gap which indicates that it is a less optimized representation between the two consumer groups. As for the professions of the participants, we have most students (79) and professional workers (35).

Table 1 - Sample profile

Variables	Age				Gender		Place of consumption		Occupation					
Items	18-24 (1)	25-34 (2)	35-44 (3)	45+ (4)	Female (1)	Male (2)	CH (1)	US (2)	Student (1)	Work professional (3)	Self-employed (3)	Athlete (4)	Not employed (5)	Other (6)
Occurrence (n=127)	56	60	2	9	62	65	107	20	79	35	4	2	0	7
Percentage (%)	44.1	47.2	1.6	7.1	48.8	51.2	84.3	15.7	62.2	27.6	3.1	1.6	0.0	5.5
Mean	1.72				1.51		1.16		1.66					
Standard Error	0.07				0.04		0.03		0.11					
Median	2				2		1		1					
Mode	2				2		1		1					
Standard Deviation	0.82				0.50		0.37		1.22					
Sample Variance	0.67				0.25		0.13		1.50					

4.3 Brand attachment

To describe the brand attachment to the original brand, Red Bull, the Net Promoter Socre (NPS) measure is used. The NPS was measured on a scale of 1-10 and the results were broken down as follows: 1-6 = detractor, 7-8 = passive, 9-10 = promotor.

We can see on the pie chart below that only 3% of the Swiss sample consider themselves attached to the Red Bull brand against 81.82% who are not.

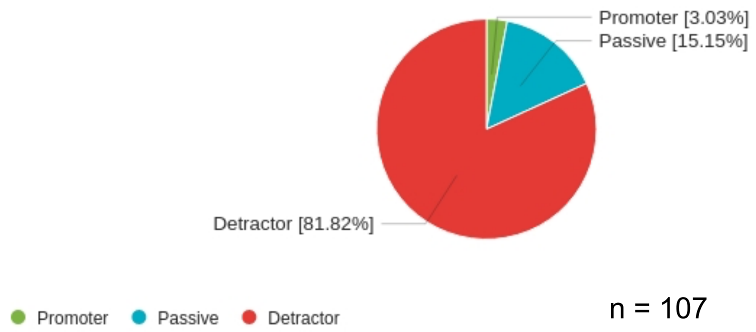

Figure 9 - Brand attachment NPS CH

Looking at the NPS score of the American sample, we can see that there are fewer detractors (65%) than in the Swiss group. There are no promoters and the other 35% are neutral consumers with no attachment or detachment to the brand.

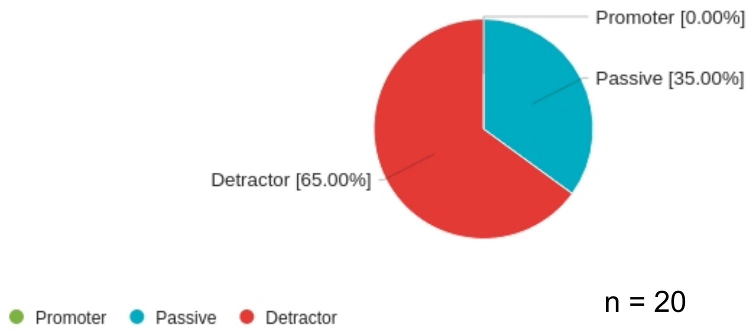

Figure 10 - Brand attachment NPS US

In both sample groups there is a large majority of detractors meaning that the overall sample is not particularly attached to the brand and its products.

4.4 Brand loyalty

In this section we look at the brand choice for each of our consumer groups, Switzerland, and the US. We assessed here the choice of brand between the original Red Bull and a similar cheaper energy drink. A different pattern seems to be emerging for the two groups, with 56% of Swiss buying the original brand versus 70% in the US. About 35% of Swiss say it depends but very few (9%) buy a cheaper brand. This compared to 30% of Americans for whom the choice depends. Finally, it seems that the global sample is rather loyal in terms of brand choice.

Table 2 - Brand loyalty CH and US

	Variables	**Brand choice**		
	Items (coefficient)	**Original brand (1)**	**Cheaper brand (2)**	**It depends (3)**
CH	**Occurrence (n=107)**	60	10	37
	Percentage (%)	56.07	9.35	34.58
	Mean	1.79		
	Standard Error	0.09		
	Median	1.00		
	Standard Deviation	0.93		
	Sample Variance	0.87		
US	**Occurrence (n=20)**	14	0	6
	Percentage (%)	70.00	0.00	30.00
	Mean	1.67		
	Standard Error	0.42		
	Median	1.00		
	Standard Deviation	1.03		
	Sample Variance	1.07		

4.5 Brand experience

Table 3 shows the participants' experience with the Red Bull brand. The energy felt after drinking Red Bull is the variable assessed. This data are useful to know if they can impact the representation of Red Bull among consumers. Swiss consumers with a mean of 2.69 are not completely convinced of Red Bull's energetic effect with 30% thinking they probably don't have more energy after against 46% who think they do. American consumers definitely feel an energy boost (40%) and the majority probably do (45%). This translates into a higher mean score of 3.25.

Table 3 - Brand experience CH and US

	Variables (CH)	Get energy after drinking Red Bull			
	Items	Definitely not (1)	Probably not (2)	Probably yes (3)	Definitely yes (4)
CH	Occurrence (n=107)	9	32	49	17
	Percentage (%)	8.41	29.91	45.79	15.89
	Mean	2.69			
	Standard Error	0.08			
	Median	3			
	Standard Deviation	0.84			
	Sample Variance	0.71			
US	Occurrence (n=20)	0	3	9	8
	Percentage (%)	0.00	15.00	45.00	40.00
	Mean	3.25			
	Standard Error	0.16			
	Median	3			
	Standard Deviation	0.72			
	Sample Variance	0.51			

4.6 Brand perceived quality

This section shows the participants' opinion on their perception of the quality of Red Bull products with the Net Promoter Score (NPS) measure. The data indicates that for both samples the quality of the brand is generally not good. As a reminder, the NPS was measured on a scale of 1-10 and the results were broken down as follows: 1-6 = detractor (low quality), 7-8 = passive (middle quality), 9-10 = promotor (high quality). We can see that for detractors and passive respondents there is a similar parity between the two sample groups, which is not the case for promoters. Swiss consumers are less likely to think that the quality of Red Bull is good (7.48%) compared to 20% in the USA.

Table 4 - Perceived quality CH and US

Variables (CH)	Perceived quality (NPS)		
Items	Detractor (1)	Passive (2)	Promotor (3)
Occurrence (n=107)	50	49	8
Percentage (%)	46.73	45.79	7.48
Mean	1.61		
Standard Error	0.06		
Median	2.00		
Standard Deviation	0.63		
Sample Variance	0.39		

Variables (US)	Perceived quality (NPS)		
Items	Detractor (1)	Passive (2)	Promotor (3)
Occurrence (n=20)	8	8	4
Percentage (%)	40.00	40.00	20.00
Mean	1.80		
Standard Error	0.17		
Median	2.00		
Standard Deviation	0.77		
Sample Variance	0.59		

4.7 Level of interest and involvement

Regarding the level of interest and involvement of consumers in Red Bull's social networking activities we can see that Swiss consumers (33.64%) are much less interested in social media content than US consumers (65%). However, when we look at the respective means, we can see that it is very close at 1.66 for the Swiss and 1.65 for the Americans. This is explained by the large number of Swiss (71 respondents) who answered "sometimes" against 36 respondents who actively follow social media activities. There is therefore, proportionately, significant difference between the two sample groups. These data can be used to understand the impact of a rebrand on consumer perception between groups of consumers who follow Red Bull's activities and those who do not.

Table 5 - Level of interest and involvement CH and US

Variables (CH)	Follow social media activities		
Items	Yes (1)	Sometimes (2)	No (3)
Occurrence (n=107)	36	71	0
Percentage (%)	33.64	66.36	0.00
Mean	1.66		
Standard Error	0.05		
Median	2.00		
Standard Deviation	0.47		
Sample Variance	0.23		

Variables (US)	Follow social media activities		
Items	Yes (1)	Sometimes (2)	No (3)
Occurrence (n=20)	13	7	0
Percentage (%)	65.00	35.00	0.00
Mean	1.65		
Standard Error	0.11		
Median	2.00		
Standard Deviation	0.49		
Sample Variance	0.24		

Below is a histogram by sample group to see through which communication channel consumers usually follow Red Bull activities. We can see that most consumers follow Red Bull's activities via sports events. In second and third place come social media and YouTube for Swiss consumers, unlike US consumers. In last place comes music events for both groups of consumers and only a few of them do not hear about Red Bull's activities. Respondents could check off more than one answer.

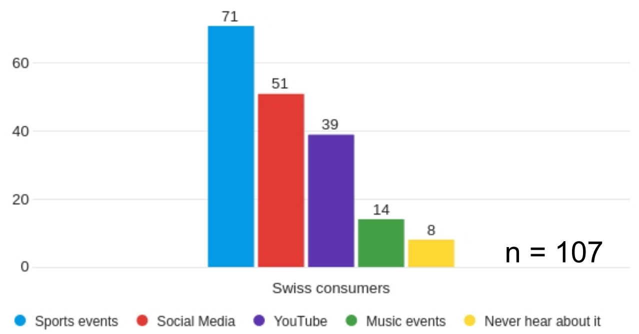

Figure 12 - Communication channels CH

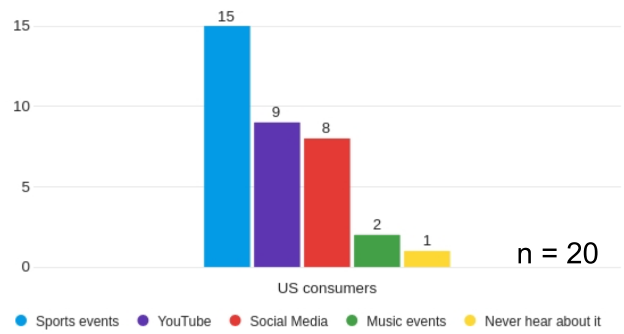

Figure 12 - Communication channels US

4.8 Reasons for consumption

A closer look at the reasons for consumption of the participants shows that a large part of the Swiss sample consumes Red Bull for the energy it provides (32.38%). There are 28.57% who consume it as a mixture with other drinks. and 16.19% consume it for the brand name. Finally, 15.24% consume it for the taste and only 3.81% consume it for other reasons or because of a recommendation from someone.

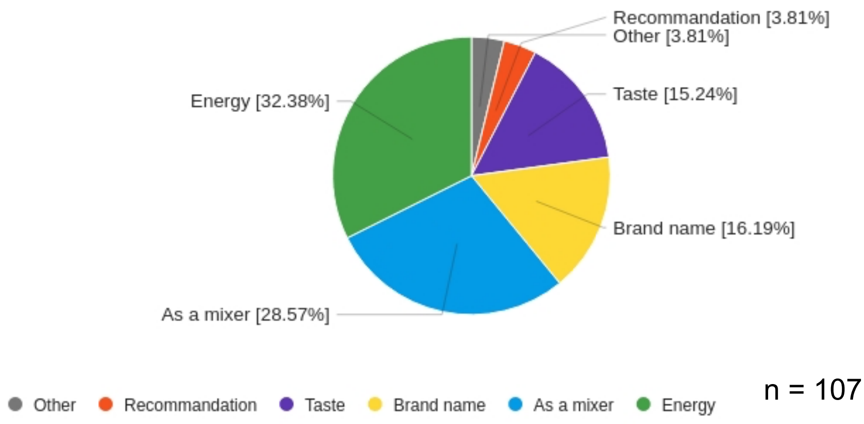

Figure 13 - Reasons for consumption CH

If we look at the data of the American sample, we find again the energy provided by the energy drink as the main reason. In second place with 20% for both reasons the use of Red Bull as a mix with other drinks and the taste. Finally, in last place 5% for the brand name, a recommendation from someone and other reasons.

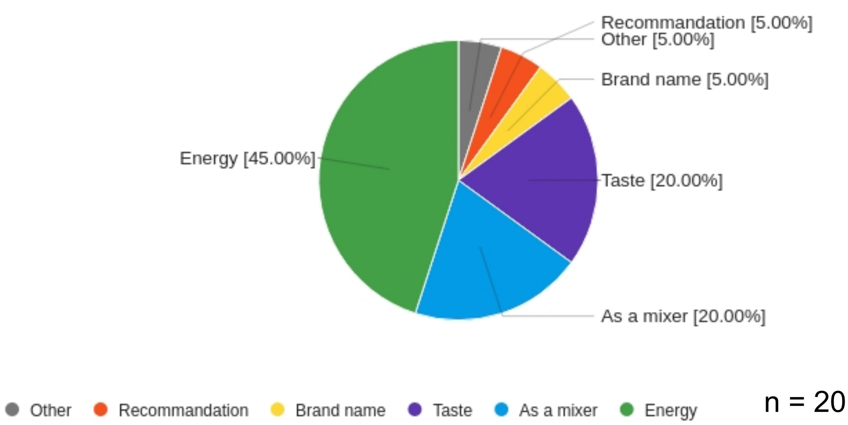

Figure 14 - Reasons for consumption

4.9 Brand advocacy

Here we evaluate the different levels of promotion of the original brand compared to the two rebrands conducted through our experiment. We again use the Net Promoter Score (NPS) measure because it is a quality indicator of the consumers' perception and satisfaction of the original brand to our two other rebrands.

First, the Swiss sample shows that there is a minor difference between the original brand, Blue Bull (rebrand 1) and RB Energy (rebrand 2). There are respectively 72.90%, 77.57%, and 76.64% of detractors meaning that they would not recommend the brand to a friend. We can still note a higher rate of passive consumers and promoters for the original brand compared to the rebrands even if it does not allow us to conclude that the result is convincing.

Finally, for our American sample, another scenario emerges. The first rebrand seems to be less appealing to consumers and gets 60% of detractors against 45% for the original branding and 45% for the second rebrand, RB Energy. To understand the reason for this, we need to discuss the results written and collected through open questions on brand familiarity and their vision on the target audience of the three (re)branding discussed in the next section. It should also be noted that there are more promoters of the original brand than of the rebrands with respectively 25%, 15%, and 20% of promoters.

Table 6 - Brand advocacy CH and US

	Variables (CH)	Original branding (NPS)			1st rebranding - Blue Bull (NPS)			2nd rebranding - RB Energy (NPS)		
	Items	Detractor (1)	Passive (2)	Promoter (3)	Detractor (1)	Passive (2)	Promoter (3)	Detractor (1)	Passive (2)	Promoter (3)
CH	Occurrence (n=107)	78	22	7	83	18	6	82	19	6
	Percentage (%)	61.42	17.32	5.51	65.35	14.17	4.72	64.57	14.96	4.72
	Mean	1.34			1.28			1.29		
	Standard Error	0.06			0.05			0.05		
	Median	1.00			1.00			1.00		
	Mode	1.00			1.00			1.00		
	Standard Deviation	0.60			0.56			0.57		
	Sample Variance	0.36			0.32			0.32		
US	Occurrence (n=20)	9	6	5	12	5	3	9	7	4
	Percentage (%)	45.00	30.00	25.00	60.00	25.00	15.00	45.00	35.00	20.00
	Mean	1.80			1.55			1.75		
	Standard Error	0.19			0.17			0.18		
	Median	2.00			1.00			2.00		
	Mode	1.00			1.00			1.00		
	Standard Deviation	0.83			0.76			0.79		
	Sample Variance	0.69			0.58			0.62		

4.10 Brand familiarity

4.10.1 Specific characteristics association

To first assess brand familiarity, we asked to associate specific characteristics with Red Bull. This allows us to understand how consumers associate Red Bull in their minds and whether this association is aligned with the company's value proposition.

In both Switzerland and the US, the top five characteristics were "exciting", "extreme", "adventurous", "risk-takers", and "classic". These responses align well with Red Bull's marketing and communication, which promotes self-improvement through extreme activity. Consumers understand the company's value proposition through its marketing and communication. Respondents could check off more than one answer.

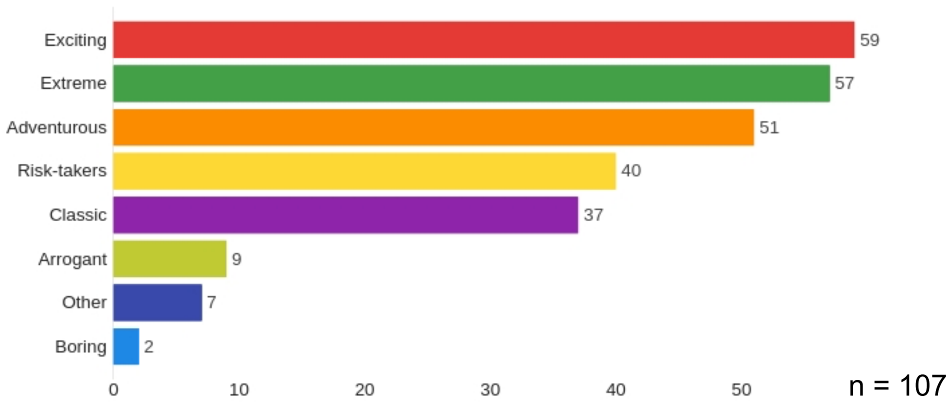

Figure 16 - Brand familiarity CH

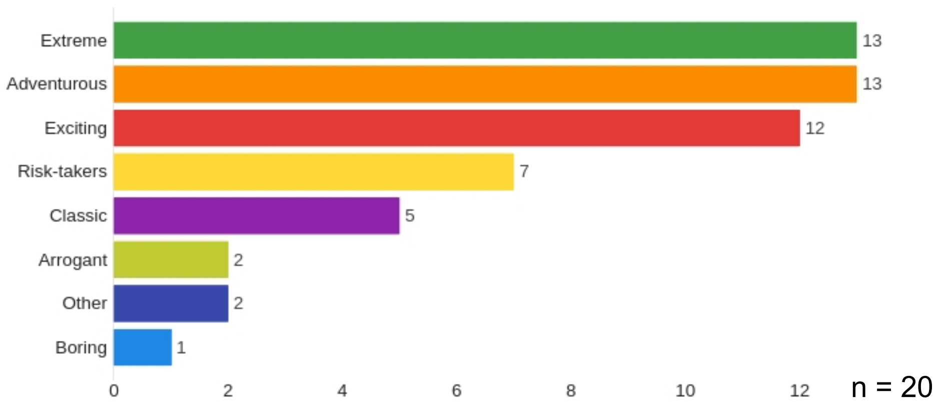

Figure 16 - Brand familiarity US

We see that there is not much difference between our two sample groups and that they associate Red Bull with the same characteristics. Their perception does not seem to be dissociated despite being dissimilar.

4.10.2 Target audience

In this section we collected qualitative data using open-ended questions about Red Bull's target audience. This helps us understand how consumers perceive the audience addressed by the company and its products. As explained in the procedure of the experiment conducted in this study we asked the same question three times about the target audience of the original Red Bull brand, as well as the target audience of our two rebrands, Blue Bull, and RB Energy, in order to be able to compare and interpret the data fairly.

There are 5 major categories that emerge from the Swiss sample's answers about the Red Bull brand:

- Teenagers and young adults
- Active people (students, workers) and athletes
- People lacking energy, tired
- Partygoers
- People with an adventurous spirit

Regarding Blue Bull, a large majority of respondents do not notice the difference and therefore for them the target audience remains the same as for Red Bull, i.e. one of the above categories. However, others suggest an older or more feminine audience, less focused on sports, and who want to have a calmer time. They say, “Older generation 30-50 years old”, “Probably still the same target as for Red Bull, but people may associate the "Blue" as less energetic in contrast to "Red", or “From the name to the woman but seeing the picture I would say an older audience (less about sports but more about something quiet)”. Finally, some find the name change less appealing, more "cheap" and less aggressive in contrast to Red Bull (appendix 2).

For RB Energy also a large part of the respondents does not notice a significant difference and think that the target audience remains unchanged to that of Red Bull. Some respondents however said that the rebrand would target football (soccer) fans because Red Bull owns two football (soccer) clubs in Austria and Germany, RB Salzburg, and RB Leipzig. They say, “To the football fans (RB Leipzig, RB Salzburg...)” or “To sportsmen (mainly football fans)”. Others say it is aimed at a younger audience or people in need of stimulation because of the word "Energy" in the name: “Anyone who needs energy”, “To the person who consumes to have energy”, or “To the youngest with the word energy”. Finally, some participants felt that this new name was not very appealing or "cheap" and that the change was not significant enough to catch their attention. They say “For me it doesn’t change. Brand identity is the same, Red Bull is not only about the name for me, it’s about more. But this name is very vague and would not catch the attention of a new consumer.”. One respondent said that he would avoid the drink if he had other choices: “RB energy is aimed at teenagers and young adults who want to consume a random energy drink. I will personally avoid this product if there are other options in the market.” (appendix 3).

Looking now at the US sample group we notice 4 categories for Red Bull:

- Young people
- Tired people lacking energy
- Partygoers
- People who like the taste

Concerning Blue Bull, it differs slightly from Red Bull. Some people don't see a big difference either and think that the target audience remains unchanged. Others suggest an older, calmer and more peaceful audience and therefore a desire by the company to attract a wider range of consumers. They say "Maybe trying to attract a broader span of people. Not only the young ones", "Same but for older people", "Same it doesn't change much from the original but Blue Bull refers more to a drink for calmer moments", or "Slightly more peaceful people". Overall, people feel that it doesn't change much from the original product (appendix 2).

For RB Energy, it is more or less the same target audience as for Red Bull with a focus on people who need energy and who practice sports. They say, "Same as the original with an emphasis on people doing sports", "Same but more for people who do sports", "The term energy makes me think more of a sports drink", or "This time more for people who need energy". We can see that the term "Energy" has an impact on their perception of the target audience (appendix 3).

4.11 General consumption behavior before and after rebranding

This section demonstrates the consumption behavior of both sample groups after showing our two rebrand developed for the experiment.

We can see that the consumption decision is impacted by this rebranding experiment. For the Swiss sample we can see that participants would be more likely to continue consuming the new brand "Blue Bull" at 92.52% versus 87.85%. We have low standard deviations and standard errors, respectively for "Blue Bull" and "RB Energy", of 0.26 and 0.33 for the standard deviation and 0.03 for both for the standard error. This indicates that the distribution of our sample is only slightly dispersed around our mean and that the error with respect to this dispersion is also small.

The results of the American sample differed slightly from those of the Swiss. There are 95% of the participants who would continue to consume "Blue Bull" and 90% for "RB Energy". Again we have low standard deviations and standard errors.

Table 7 - Consuming behavior rebranding

	Variables (CH)	Still continue to consume - Blue Bull		Still continue to consume - RB Energy	
CH	Items	Yes (1)	No (2)	Yes (1)	No (2)
	Occurrence (n=107)	99	8	94	13
	Percentage (%)	92.52	7.48	87.85	12.15
	Mean	1.07		1.12	
	Standard Error	0.03		0.03	
	Median	1.00		1.00	
	Standard Deviation	0.26		0.33	
	Sample Variance	0.07		0.11	
US	Occurrence (n=20)	19	1	18	2
	Percentage (%)	95.00	5.00	90.00	10.00
	Mean	1.05		1.10	
	Standard Error	0.05		0.07	
	Median	1.00		1.00	
	Standard Deviation	0.22		0.31	
	Sample Variance	0.05		0.09	

5. Discussion

5.1 Individual influencing characteristics

Individual influencing characteristics are used to analyze the overall data linked to Red Bull only without considering yet the rebrands conducted in the experiment. This data can provide valuable information about consumers' general perception of Red Bull and can be cross-referenced with data directly targeted to our rebrands afterwards.

Looking first at the perceived quality of our two groups of consumers we notice that the average opinion is rather neutral/poor. Most Swiss consumers (92.52%) and US consumers (80%) are neutral or refer to the brand as poor quality. A poor quality product coupled with a brand identity that the consumer can no longer identify with inevitably impacts their overall perception of the company. However, there is a difference with US consumers (20%) who find the brand to be of good quality against 7.48% of Swiss consumers. The 12% gap implies that the quality of the product is not perceived in the same way in our two groups, but this alone does not yet allow us to draw a conclusion on the causal links between culture and perception as it will be discussed further in the next sections.

Moreover, looking at the level of interest and involvement of our consumer groups we can see a different trend. Swiss consumers follow Red Bull news on social media half as actively as US consumers. With a higher level of interest, US consumers are more sensitive to potential changes in brand identity, while those with a lower level of engagement will have a less engaged and by extension less impacted perception. This is confirmed in our sample when looking at brand loyalty. Approximately 14% more of the US sample favored buying the original brand compared to the Swiss, which describes a stronger attachment to the company and its product from the US side.

Most of the individual influencing characteristics presented above evoke a certain dissociation within our global sample between Switzerland and the US. We will see in the next section whether or not these cross-cultural patterns can influence consumers' perception of a brand/rebrand.

5.2 Rebranding impact on consumer perception

The data shows us that the general attachment of consumers to Red Bull is lower for Swiss consumers (81.82% are not attached) than for American consumers (65%). According to the study conducted by A. Pareek (2022) a low attachment to a brand suggests a low involvement in the company and its products. This is confirmed for our Swiss sample when looking at the brand advocacy data, indeed, there is no distinctive pattern when Red Bull's original branding is compared to Blue Bull and RB Energy. All three have between 70% and 80% of detractors who would not recommend the brands to others. The respective standard deviations of 0.60, 0.56, and 0.57 suggest that the data is moderately clustered around the means and that by inference, out of a population, the consumers would probably not recommend the product. We can nevertheless note a higher rate of detractors for Blue Bull and RB Energy than for Red Bull, which implies that if the perception of our sample were to be extended to the entire Swiss population these differences would be more significant. The American sample, in contrast, seems to be more affected by these brand changes, with the results being more scattered. Red Bull and RB Energy both had 45% of detractors while Blue Bull have 60%. There is a greater dispersion of data here, reflected by higher standard deviations. This suggests a greater acceptance and a noteworthy difference in perception of our rebrands compared to Red Bull by American consumers.

Furthermore, as discussed in the results section, most of the respondents in our two groups have similar perceptions of Red Bull's target audience, i.e., young people, people in need of energy, and partygoers. Although they are not aligned with Red Bull's actual target audience, this shows that the opinions are similar despite the cultural differences. However, there are outliers with different observations that, when adapted to a whole population, may have a stronger impact on the general perception. These outliers, with no distinction between Switzerland and the USA, assume that Blue Bull would be better adapted to a wider audience than Red Bull. To older people, female, or for calmer and less energetic consumer groups for example. The term “blue”, which is generally associated in Western culture with calm, wisdom, trust, and intelligence, better represents an older audience and not, conversely, the ardor and excitement of youth.

Regarding RB Energy, the term "energy" influences the vision of our Swiss and US outliers on a sportier target with a focus on consumers who need energy. Some of the Swiss participants made a parallel with football (soccer) because of the term "RB" evoking the two names of the Red Bull teams, which can be explained by the more developed football (soccer) culture in Europe than in the US. We can therefore deduce that for most of our consumer groups, whether they are Swiss or US consumers, a rebrand has little or no effect on their perceptions. However, the various observations of our outliers suggest that on a larger scale, the general perception of a population could be impacted by such a rebrand.

By now looking at the consumption behavior of the participants, we notice that there is no real pattern between the Swiss and US consumers. For both groups, more people would continue to consume Blue Bull (CH = 92.52% and US = 95%) than RB Energy (CH = 87.85% and US = 90%) after the rebrand. There is a very low standard deviation on all sides (between 0.26 and 0.33) meaning a very low dispersion from the mean. This implies that if we apply these results to a population, the reliability of having similar results is significant. We note however, that we did not reach for any of them the 100% of consumers who would continue to consume the drink, meaning that the brand would lose sales in the case of one of these two rebrands. We therefore deduce that their behaviors and perceptions towards the brand are impacted by the rebranding exercise since less people from current consumers' base would continue to consume. This in turn can allow the new brand to retarget a market segment and gain new, more profitable market share and regain or surpass its previous sales level.

To summarize, this section shows that undergoing a rebranding has a likely effect on perception. We can note that the terms chosen in the new brand names unconsciously induce new brand attributes, thus impacting consumers' perception of the brand. We also learn that undertaking a rebranding can have an impact on perception and by extension on the behaviors since we would lose some consumers after our two rebrands. Moreover, it seems that American consumers do not have the same attitude when looking at brand advocacy compared to Swiss consumers.

5.3 Cross-cultural impact on consumer perception

As discussed in the previous section, we have seen that a rebranding exercise affects consumer perception, especially if we take outliers into account. For a company like Red Bull that distributes globally, it is important to take these outliers into account because they can represent a large panel of consumers. However, we have not been able to confirm whether or not cross-cultural factors impact consumer perception, and this is what we will determine in this part of the study.

Using the dissimilarities mentioned between Swiss and US consumers, there seems to be a correlation between brand attachment and brand advocacy. Indeed, the Swiss have the highest rate of detractors, and this results in a low brand advocacy for the three brands without any real distinction between them. In contrast, the American sample does not show a specific correlation since the rate of detractors is equal between Red Bull and the rebrand, RB Energy. Crossing this with the level of interest and involvement for each of our sample groups data show that the US consumers, with a higher level of interest and involvement in Red Bull's activities (65%), perceive the rebrand more positively than the Swiss, whose level of interest and involvement is twice as low (33%). We can thus assume that there is a correlation between a positive rebrand perception and a high level of interest/involvement with the company. We can therefore see a first different pattern emerging for our two sample groups.

We learned earlier that the level of interest was also an influencing factor on brand advocacy as American consumers with a higher level of interest are more likely to recommend Red Bull, Blue Bull, and RB Energy than Swiss consumers. Crossing these results with perceived quality, the US sample, while predominantly neutral or negative, remains more positive than the Swiss sample.

Based on these facts a second pattern emerges and shows a correlation between the level of interest in the brand and the perceived quality. With respective standard deviations for these two variables between 0.47 and 0.49 for the level of interest, and 0.63 and 0.77 for the perceived quality we can say that the data are for some less scattered around mean. The correlation between the level of interest and the perceived quality can be interpreted quite reliably because it shows a lower dispersion. We can therefore expect that these cultural dissimilarities adapted on our two distinct populations, Swiss and US, would affect more widely their respective perceptions.

Another interesting aspect is to look at the reasons for consumption in our two samples. As Martin S. Roth's (1995) study suggests, there are three types of approaches to branding: functional, social, and sensory. From the data collected we can see two different patterns between Swiss and US consumers. Although the Swiss and the Americans are more focused on functional branding of the product, it seems that the Swiss are more sensitive to branding than the Americans. The main reasons for consumption by the Swiss are energy (32.38%), use as a mixture (28.75%), brand name (16.16%) and taste (15.24%). For Americans, energy and use as a mixture are also the top choices with 45% and 20% respectively. The choice of taste is well ahead of the brand name with 20% against only 5%. We can see that the functional aspect of the product (energy and mixture) is on average prioritized compared to the social aspect (brand name) and the sensory aspect (taste). These results may explain the reason behind the Swiss public's more negative perception of a rebrand. Indeed, more than 16% of them consume the product partly because of the brand name, thus provoking a potential resistance to a rebrand and the promises that go with it. The study by Collange and Bonache (2015) highlights the negative reactions to undertaking a rebranding which is generally accompanied by fear or misunderstanding. Some are afraid that they will no longer recognize the product while others fear that the product formula will change. Crossing these results with the consumption behavior after the rebranding exercise, we see a larger resistance from the Swiss sample to consume the products of the new brands, Blue Bull, and RB Energy, than on the American side. Although this cultural difference in resistance is minimal at the sample level on a population basis, it would be different with a more pronounced gap. Furthermore, when we look at consumer choice in terms of brand, we can distinctly see that the US public is more loyal than the Swiss public with 70% of the US sample preferring the original Red Bull brand to a substitute against 56% of the Swiss sample. Given the context of the fictitious rebranding experiment in this study, the chances that the rebrand will result in any change in product recipe are low since it is only about a name change obligation with no other restrictions. Therefore, an initially loyal audience will tend to retain their original perception of the brand and remain loyal to it and its products. For that reason, it is more likely that the impact on the US sample perception is negligible and not very significant compared to the Swiss sample for whom brand name is more important.

Based on the above analysis, we can see that several differences emerge among our two samples and that it is conceivable that cross-cultural factors have an impact on the perception of a rebrand. It is important to note that these inferences take into account the outliers and that without them the dissimilarity would be less pronounced.

6. Recommendations

Regarding what we have learned in the existing literature review we can recommend different aspects that are very important for companies that will rebrand. First, it is important to understand what triggers the rebranding process. Indeed, there are different factors such as a change in structure, strategy, environment, or position that imply certain specific objectives and by extension a different process (Muzellec and Lambkin, 2005). Second, understanding the brand equity model is critical to assessing the different risks and consequences of rebranding. It is not a simple change of name, term, sign, symbol, design, or a combination of these elements but much more. Whether in terms of corporate culture, finances, or consumers in general, brand equity is an intangible asset that once lost can lead a company to its demise. It is therefore important to understand these elements, to analyze the market, the consumers, and the brand itself as well as the values it wishes to convey before embarking on a rebranding exercise. Different approaches can be used to better identify the perception of this brand equity. Among them are qualitative or quantitative descriptive analyses that consist of personal interviews, focus groups, observations, or surveys, and allow to collect valuable data that can be further used to the rebrand.

It is also important to involve consumers and employees as much as possible in this process in order to reduce the risks of resistance from the main stakeholders, as we can see in the study by Collange and Bonache (2015). Indeed, the different people interviewed see the rebrand as negative or neutral but none as positive and this for the reason that they simply do not understand the company's choice, are caught off guard, destabilized or question the sincerity and honesty of the brand. This can also vary depending on the culture of the consumers as the culture of a country indirectly influences the behavior of consumers by affecting their individual needs in different ways. Some are more sensitive to various types of brand communications than others as seen in the cross-cultural value system established by Hofstede (1984). Indeed, it addresses communication on the functional, social, or sensory aspects of a brand and its products/services depending on the culture. Therefore, international companies need to consider these aspects in order to maintain a consistent brand image and valuable brand equity.

In addition, based on what we have learned through our study, it is first recommended to have a deep and clear knowledge of the brand's target audience and how the brand is perceived. Indeed, in our study we can see that most of the respondents, who are consuming Red Bull, did not conform to Red Bull's target audience which resulted in a low overall brand attachment rate. They also did not have a good knowledge of the brand, and this resulted in a distorted perception of the brand and what it offers. Some of the respondents do not see why the brand is proposing these new names despite the stated reason. Others have the impression that it is no longer the same target audience that is being addressed and this no longer allows them to identify with the company and its brand, resulting in a loss of consumers from the current customer base. It is therefore important to remember that companies must involve their target audience from the beginning of the process by explaining the reasons for this change in a sincere and transparent manner. It is recommended to do the same internally with the employees in order to reduce potential internal resistance.

Finally, it is crucial to do a very deep analysis for the choice of the new name, term, sign, symbol, or design in order to correctly address the current and future target audience, their needs, and their perception. As we can see in this study with the rebranded name "RB Energy", which for some directly target football (soccer) fans of the company's football (soccer) teams: RB Salzburg and RB Leipzig, the term was misleading and distorted their perception. A misleading and misdirected term can be unsuccessful and have a negative impact on consumer perception. This example also illustrates the difference in culture as these reactions came from Swiss consumers where the football (soccer) culture is more prominent than in the US where consumers were not impacted in the same way.

7. Conclusion

Looking at the different studies conducted on undergoing a rebranding, the impact of different external factors such as interculturality as well as the perception and attitudes of consumers towards brands, we notice that it is a subject that is still lacking in academic research despite the importance of this concept for companies at a national or international level. Most of the research on this topic is oriented towards service industries such as banks or airlines, but little is done on consumer products.

We learn more about the concept of brand equity, especially consumer-based brand equity (CBBE) and the intangibility of these aspects of a brand. Indeed, it is one of the pillars of a company because a brand without value in the eyes of consumers will be affected in its entire brand equity (financially and structurally). Moreover, branding is not only about the company itself but also externally about the stakeholders who interact with the company on a daily basis. It is therefore normal to encounter resistance from consumers or other stakeholders when changing a brand. We can try to mitigate this resistance by optimizing the identification of the characteristics that a new brand must have to maximize its acceptance. This is why knowledge of the brand is necessary in order to study the impact of a rebrand on the consumer. Therefore, in this study, we proceeded to the analysis of Red Bull in order to be able to elaborate a rebrand consistent with the value proposition, the characteristics and attributes, and the global image of Red Bull. Regarding the cross-cultural factor we learn that it has a direct influence on consumer behavior affecting their individual needs in a different way. Indeed, the culture of a country represents the customs, the ideology, the values, the beliefs, and the know-how of a country which by its history are more or less different when compared to other nations.

In conclusion, we have shown that there is a significant effect on the consumer's perception when rebranding a product they know and consume. Indeed, even if the company has a consistent international presence, each individual does not have the same way of proceeding and interpreting information, which inevitably influences perception. We learned that the term chosen in the rebrand name unconsciously induce new brand attributes, thus impacting the consumers' perception of the brand and by extension the purchasing behavior.

We also found that cultural factors have an impact on consumer perception of a rebrand, and that this can differ depending on the place of origin and consumption. Switzerland and the United States do not have the same approach to marketing, nor the same way of consuming and interacting with a company and its products. That is why it was relevant and interesting to use them as a sample in this study. Individual characteristics such as brand attachment, brand advocacy, level of interest in the company, perceived quality, brand loyalty, and the consumption behavior and reasons for consumption are mostly differing from a culture to another.

However, there is a major influencing aspect to consider when interpreting these results. They depend mainly on whether or not outliers are taken into account. Indeed, without these outliers we would not be able to admit in the present study that rebrand and cross-cultural factors truly impact consumer perception during a rebrand concluding to a different outcome. However, for a global company like Red Bull, which sells 9.8 billion cans each year, these outliers represent a significant and important market share for the company's success and are therefore crucial data to include in the results.

7.1 Limitations and future research

This research provides a better understanding of the influence of a rebrand on consumer perceptions and how cross-cultural factors influence these perceptions. Nevertheless, there are limitations to this study and this topic deserves further research.

First, the sample size is considerably too small to be able to generalize the results of the analysis to an entire population or to another industry. Second, the convenience sampling technique and the non-parity between the Swiss (107) and US (20) consumers who participated in the survey could skew the interpretation and accuracy of the results, as outliers tend to influence a small sample more strongly.

Further research could be done to expand on this study by interviewing a more qualitative and representative sample. In-depth interviews could be conducted to understand the core brand representation and perception of consumers when faced with a rebrand.

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Appendix 1: Survey set of questions

Q1 to Q3 - Filter + Exit block

Question 1

Do you know the energy drink brand Red Bull?

- Yes
- No

Question 2

Do you drink Red bull or have you ever tried?

- Yes
- No

Question 3

Are you a Swiss or a US consumer?

- I am a Swiss consumer
- I am a US consumer
- I am neither a Swiss nor a US consumer

Import from library | Add new question

Add Block

Q4 to Q8

Question 4

On a scale of 1 to 10, how would you describe your attachment to the Red Bull brand?

Not attached at all 0	1	2	3	4	5	6	7	8	9	Extremely attached 10
○	○	○	○	○	○	○	○	○	○	○

Question 5

How often do you drink Red Bull?

- Daily
- 4-6 times a week
- 2-3 times a week
- Once a week
- Less than once a week

Question 6

When are you most likely to drink a Red Bull usually?

- In the morning
- When I'm tired
- Before/after an activity
- At work
- While studying
- At any time
- Other

Question 7

Rank the reasons you drink Red Bull in order of importance (the 1st one being the most important reason and the 5th being the least important).

Brand name	1
Energy	2
Recommandation from someone	3
Taste	4
As a mixer (with other beverages)	5
Other	6

Question 8

Do you experience a difference after drinking a Red Bull in terms of energy?

- Definitely not
- Probably not
- Probably yes
- Definitely yes

Question 9

When you chose to buy an energy drink, do you buy the original brand (Red Bull) or a cheaper version?

- The original brand of Red Bull
- A cheaper version
- It depends

Import from library   + Add new question

Add Block

Q10 to Q29

Question 10

Which of the following characteristics do you associate with Red Bull? (3 answers maximum)

- Exciting
- Arrogant
- Extreme
- Classic
- Adventurous
- Risk-takers
- Boring
- Other

Question 11

Rate these items by level of importance when purchasing a Red Bull?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Brand affect (your affection for Red Bull)	○	○	○	○	○
Brand experience (your experience consuming Red Bull)	○	○	○	○	○
Brand quality (quality of the drink)	○	○	○	○	○
Brand image (your vision of Red Bull)	○	○	○	○	○
Brand trust (your trust in Red Bull)	○	○	○	○	○
Brand loyalty (your loyalty toward Red Bull)	○	○	○	○	○
Brand familiarity (your knowledge about Red Bull)	○	○	○	○	○

Question 12

How do you rate the quality of Red Bull products?

Very poor quality										Very high quality
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

Question 13

Who do you think Red Bull is aimed at?

Question 14

What do you think of Red Bull's pricing?

- ○ Far too cheap
- ○ Slightly too cheap
- ○ Neither too expensive nor too cheap
- ○ Slightly too expensive
- ○ Far too expensive

Question 15

Do you like Red Bull's advertising?

- ○ Definitely not
- ○ Not really but it's ok
- ○ Yes but it can be better
- ○ Definitely yes

Question 16

How likely are you to recommend Red Bull to a friend?

Not at all likely										Extremely likely
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

Question 17

Do you follow Red Bull's activities on social media, YouTube or events?

- ○ Yes
- ○ Sometimes
- ○ No

Question 18

Through which channel do you usually hear about Red Bull? (several answer possible)

- ☐ Social Media
- ☐ YouTube
- ☐ Sports events
- ☐ Music events
- ☐ I never hear about Red Bull

Question 19

Are you interested or do you practice any extreme sports? (for example: surf, cliff/sky diving, snowboard, motocross...)

- ○ Yes
- ○ No

Blue Bull

Now, imagine if Red Bull could no longer use the name for some reason and the company was forced to change the brand name.
After study, the marketing team decided to change Red Bull with the following new name: **Blue Bull**

Question 20

Would you continue to consume this energy drink?

- Yes
- No

Question 21

Who do you think **Blue Bull** is aimed at now with this new branding?

Question 22

How likely are you to recommend **Blue Bull** to a friend?

Not at all likely 0	1	2	3	4	5	6	7	8	9	Extremely likely 10
○	○	○	○	○	○	○	○	○	○	○

RB Energy

However, the marketing team also thought of a second choice. It is the following and it is called: **RB Energy**

Question 23

Would you continue to consume this energy drink?

- Yes
- No

Question 24

Who do you think **RB Energy** is aimed at now with this potential new branding?

Question 25

How likely are you to recommend **RB Energy** to a friend?

Not at all likely 0	1	2	3	4	5	6	7	8	9	Extremely likely 10
○	○	○	○	○	○	○	○	○	○	○

Question 26

What is your occupation?

- Student
- Work professional
- Self-employed
- Athlete
- Not employed
- Other

Question 27

What is your nationality?

Question 28

What gender identity do you identify with?

- Female
- Male
- Other
- Prefer not to say

Question 29

How old are you?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 or older

Page Break

End message

Thank you very much for your time and authentic responses. Before completing the questionnaire you must confirm that you understand that Red Bull is not associated in any way with this research and the rebranding presented in this survey.

- I confirm and complete the questionnaire

Appendix 2: Blue Bull – target audience question

Blue Bull target audience

Bachelor Thesis - Red Bull Rebranding survey

May 30, 2022 2:52 PM MDT

Question 21 - Who do you think Blue Bull is aimed at now with this new branding?

I am a Swiss consumer

Who do you think Blue Bull is aimed at now with this new branding?
À tout le monde
youth
the same, i cannot tell the difference (maybe only after sometime is passed)
still to the same people
still don't know
same, teenagers and adults
same as previously mentioned
same
public plus "soft" moins energique
les mêmes
it seems cheap now so idk
idk
exactement le même type de personne
everybody
dont know
aux jeunes
aucune idée
Younger target
Young professionals who aren't interesting in sports
Young people, no change

Who do you think Blue Bull is aimed at now with this new branding?
Young adults
With this new branding, Blue bull is aimed at teenagers and young adults who want to relax.
Uniquement les jeunes de 15 à 30 ans
Une classe d'âge plus jeune
Tout public
Toujours à ceux entre 18-30 ans
Toujours tous
Toujours pareil
Toujours aux mêmes personnes
Toujours aux jeunes.
Toujours aux jeunes
Toujours aux jeunes
Toujours aux jeunes
Tjrs aux mêmes personnes
Teenagers and young adults
Still young adults
Sportifs
Sportif extreme
Sportif
Same, the name just sounds less aggressive and more soft
Same target
Same people
Same people
Same as before

Who do you think Blue Bull is aimed at now with this new branding?
Same as Red Bull
Same
Same
Same
Same
Relax, see, water
Probably still the same target as for Red Bull, but people may associate the "Blue" as less energetic in contrast to "Red"
Pas de changement.
Pareil.
Pareil
Older generation 30-50 years old
Ne sais pas
Mêmes personnes
Mêmes personnes
Même personne
Même consommateurs
Maybe more for men than women The same is the same so the name is not really important
Light and soft
Les jeunes
Les clients fidèles
La même target audience
Jeunes consommateurs aussi
Jeunes adultes
Jeunes actifs

Who do you think Blue Bull is aimed at now with this new branding?
Jeunes
Jeunes
Jeunes
Jeune sans argen
Jeune adulte, moin exxxtreme
Je trouve que ce nom me fait penser à des personnes qui appartiendrais a une tranche d'âge plus âgés.
Je ne sais pas mais c'est moins attrayant
Je me sais pas
I've no idea
I think I would not even notice, the brand colors are the same, same for typo, same for logo. Not different enough for me to care.
Homme entre 27 et 45 ans
For active people, and young generation, the same like before, if the drink is still the same
Des bars (soft drink pour les cocktail)
De nom au femme mais en voyant la photo je dirais un public plus âgé (moins porter sur le sport mais plus quelque chose de tranquille)
Daily consumers
Aux personnes practiquant des sports acquatiques
Aux mêmes personnes
Aux mêmes personnes
Aux mêmes personnes
Aux jeunes
Aux jeunes
Aux jeunes
Aux jeunes
Aux hommes

Who do you think Blue Bull is aimed at now with this new branding?
Aux femmes ou aux adultes
Aux biker
Aux adultes
Au sportif
Au même type de personne que précédemment
Au même qu'avant
Au même personnes
Au jeunes
Athlète
Any sport, but not extreme sport
Adults
Adultes
Adolescents
A tout public
A tout le monde
A la même clientèle
-

I am a US consumer

Who do you think Blue Bull is aimed at now with this new branding?
young people
Those in need of energy for many tasks
The same audience
Targeted more for older people
Slightly more peacfull people

Who do you think Blue Bull is aimed at now with this new branding?

Same stuff

Same it doesn't change much from the original but Blue Bull refers more to a drink for calmer moments

Same but maybe for older people

Same as before, athletes

Same as before

Same

Same

Not sure

No change

Na

Maybe trying to attract a broader span on people. Not only the young ones.

It doesn't change much for me but maybe for older people

Investment Bankers hahahahahah

I mean it's funny. Sort of makes me think of the other blue "b*lls* phrase. May not be the best name change to be fair.

Everyone

A less young public

I am neither a Swiss nor a US consumer

Who do you think Blue Bull is aimed at now with this new branding?

End of Report

Appendix 3: RB Energy – target audience question

RB Energy target audience

Bachelor Thesis - Red Bull Rebranding survey
May 30, 2022 2:53 PM MDT

Question 24 - Who do you think RB Energy is aimed at now with this potential new branding?

I am a Swiss consumer

Who do you think RB Energy is aimed at now with this potential new branding...
aux travailleurs fatigués de leur journée ou aux matins diffiiles
dont know
same, no difference
Tout public avec moins de moyen
I don't like the taste
Même clientèle
-
Toujours aux jeunes.
Tous les clients fidèles
Tous
idem
Athlète
Teenagers and young adults
Ça résonne plus bas de gamme ce nom ou une boisson qui pourrait plus convenir aux enfants.
Sportif également
Anyone who needs energy
For me it doesn't change. Brand identity is the same, Red Bull is not only about the name for me, it's about more. But this name is very vague and would not catch the attention of a new consumer.
For active people and young generation.

Who do you think RB Energy is aimed at now with this potential new branding...
Definitely sportive, students, workers
I've no idea
Toujours pareil
Aux jeunes
15 et 30 ans
RB energy is aimed at teenagers and young adults who want to consume a random energy drink. I will personally avoid this product if there are other options in the market.
Jeunes actifs
Aux sportifs
Aux jeunes
Ne sais pas
still idk
A tout le monde
Toujours à ceux de 18-30 ans
Au personne qui consomme pour avoir de l'énergie
Au clubers
Pareil
Tout le monde
Adultes
Je ne sais pas, ça sonne faux
Same clients
No clue
Je ne saismps
Same
Caféine lovers

Who do you think RB Energy is aimed at now with this potential new branding...

People who football the RB teams
Demande de caféine
Sportif
Pareil
Au sportifs (fan de foot principalement) En effet redbull possède deux club évoluant au top niveau en Autriche et en Allemagne, s'appelant le RB Leizpzig et le RB Salzburg). Ce couo marketing attiront par conséquent les supporter de ces équipes, puis le monde du sport en equipe.
Au même personnes
Même cible
Gamer
Sportifs
Même réponse
Tous
Aux mêmes personnes
Same
Au jeunes
The one who know the rebranding behind it
Aux même personnes
same people as before
aux plus jeunes avec le mot energy
Sport people
A des jeunes entre 15 et 24 ans
Same
people who use it for mixers
des paysans
Je ne sais toujours pas, probablement tout le monde aussi

Who do you think RB Energy is aimed at now with this potential new branding...
Au sportif
Jeunes
Still young people
Jeunes adultes
?
Sportif
Sports car drivers
Toute personne qui est en manque d'énergie
Sports people
.
Les salariés
Je ne sais pas
Teenagers
Same
Same people
Aux supporters de foot (RB leipzig, RB salzburg...)
Probablement au même public que précédemment, voir les plus âgés
Aux sportifs
sport athletes
Aux jeunes
Same target as redbull
Aux jeunes
Same as Red Bull
same as previously mentioned

Who do you think RB Energy is aimed at now with this potential new branding...
Same customer as before
Au jeunes
people looking for energy
i still cannot tell the difference, what i care about is the drink, and why is it useful to me
Les mêmes personnes qui en buvaient avant
Young adults
Same target
Same as before
Sportif (fitness)
Jeunes consommateurs
Cheaper version
Même personne
Same
Aux jeunes
Pareil, toujours aux mêmes personnes
Same

I am a US consumer

Who do you think RB Energy is aimed at now with this potential new branding...
Same as the original with an emphasis on people doing sports
The term energy makes me think more of a sports drink
More targeted for people doing sports
Cool people (like the original) - the red does alot
Same
Same as original

Who do you think RB Energy is aimed at now with this potential new branding...

Same but maybe more for people who do sports
This time more for people who need energy
Still young people looking for more energy
Teens
Same as before
Na
no idea
Those in need of energy
Not well. Makes you wonder what RB means.
No change
Same people
Same
The same audience
Older crowd

I am neither a Swiss nor a US consumer

Who do you think RB Energy is aimed at now with this potential new branding...

End of Report