Brand Driven Change

Using Brand as a Vehicle for Change Management

by

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This thesis contains no material which has been accepted for the award to the Candidate of any other degree or diploma, except where due reference is made in the text of the thesis; to the best of the Candidate’s knowledge contains no material previously published or written by another person except where due reference is made in the text of the thesis; and, where the work is based on joint research or publications, discloses the relative contributions of the respective workers or authors.

Signed

Sara Jane Shelton
Abstract

This thesis reports an exploration of brand as a vehicle for managing change. Change management has traditionally focused on internal organisational processes while brand has focused on building and maintaining marketplace identity. Research has largely neglected applications of brand identification in change management.

This research addressed two questions:

- What are the branding and change management processes used by organisational managers?
- What is the framework for using brand as a vehicle for change management?

This qualitative study examined change management practice in two Australian organisations. Twenty-four senior management staff and directors were interviewed to establish whether brand could be harnessed for organisational change. The resultant semi-structured interview data supported previous research reported by Aaker (1996) on brand management and by Tan (1997) on change management. In addition, it strongly suggested an incorporation of Aaker's (1996) framework into Tan's (1997) proposed change framework. The construct validity of this development was supported by a focus group of change agents who assessed its potential for application in other organisations managing transformational change.

The new model identified which leverages brand as a vehicle for change management involved incorporation of brand into:

I. the anticipation of change;
II. identifying the change;
III. selling the change;
IV. mobilising resources for change;
V. breaking down comfort zones;
VI. reinforcing change success; and
VII. promoting continuous learning and change.
The process of using brand as a vehicle for change management was shown to secure a sustainable position for the brand across the organisation whilst motivating change management.

Findings reported in this thesis identify a previously unexamined association between branding and change management research. More importantly, they establish an apparently robust change management framework within which brand can be applied as a vehicle for managing transformational change.

The concepts of entre-brand and intra-brand are introduced to distinguish between brand in the marketplace (entre-brand) and brand in the minds of staff within the organisation (intra-brand). Application of these concepts suggests that deliberate focus on brand identity and integrity is a powerful vehicle for the effective management of transformational change.

In conclusion, it is argued, increased understanding of brand in establishing organisational identity can assist corporate leaders to better manage brand and to effect timely and responsive organisational change within their organisations.
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Declarations

Originality
This dissertation is an original piece of work by the author. Except where indicated, this thesis contains no significant amount of material that has been accepted as part of any course of study in any other university.

To the best of the author’s knowledge, this thesis contains no material written or published by another person or organisation except where due reference has been made in the text and the reference section of the thesis. Any help that has been obtained from people by the author in the preparation of this dissertation has been accurately described and fully acknowledged in the body of the work.

Anonymity
The research contained within this study has been fictionalised to protect the identities of the organisations that are the examples within the case study. The identities of the individuals who were interviewed for the study were also fictionalised to maintain their anonymity.

Gender Specific Language
All gender specific language within this study has been standardised to non-gender specific language where possible. In the case where this was not possible for the purpose of style or preservation of meaning, ‘he’ and ‘him’ have been used to indicate both females and males. In the case where an oversight has occurred and the term ‘she’ or ‘her’ is used, this will also be referring to both males and females unless the context of the language use specifically indicates otherwise.

Language
The spelling and grammar used within this study is Australian English. For consistency, all spelling has been standardised to this format, including citations, titles of works and reference list entries. Hence, words such as ‘organization’ will appear in this study as ‘organisation’ in all instances.

The respondents quoted directly in this dissertation used spoken English as opposed to written English to explain their thoughts and ideas regarding the questions asked. The spoken language was translated to the written form, this included a process of removing any content that does not directly add to the meaning of the message (for example, ‘ums’, pauses, conversational grammar). In all cases where this has occurred, the respondent has been given the opportunity to review and confirm the meaning of the quotation represented in the written form.
30th November, 2003

Research Committee
Graduate School of Entrepreneurship
Swinburne University

This thesis contains no material which has been accepted for the award to the Candidate of any other degree or diploma, except where due reference is made in the text of the thesis; to the best of the Candidate’s knowledge contains no material previously published or written by another person except where due reference is made in the text of the thesis; and, where the work is based on joint research or publications, discloses the relative contributions of the respective workers or authors.

Signed ........................................

Sara Jane Shelton
Chapter One - Introduction

This thesis examines the process of using brand as a vehicle for change management. Chapter one presents the background to the study and the significance of the research. This chapter reviews the outline of the study including the literature review, methodology, findings, conclusions and implications of the study.

1.1 Introduction to chapter one

The research reported in this thesis examines how a brand can be used as a vehicle to manage organisational change. This introductory chapter presents the background to the study, an exploration of the fundamental nature of branding and a consideration of why brands are important. It introduces the imperative nature of change and outlines the process of change management. The potential relationship between branding and change management is introduced and the research questions and research aims are presented. Finally, the significance of the research and an outline of the study is presented to describe the structure of the thesis.

1.2 Background to the study

My background is originally in banking and finance. My undergraduate degree and career path have led me into consultancy and the honorary role of Chief Finance Officer with a nationally recognised social marketing campaign.

I have had an interest in brands for over fourteen years. I initially became interested in the aspect of branding that could capture the imagination of consumers. As Aaker (1996) had observed, consumers would pay more for a branded product than for a similar unbranded product. It was not only the financial aspect of branding that interested me, but also that brand could have significance and meaning to the purchaser and their extended
network of family, friends and associates. What brands mean, how they are built, their relationship to advertising, how they are used and their positioning in the marketplace to gain value over and above competitors is an area of business expertise which has captured my attention for most of my working life.

1.3 A personal experience

In 1992, I was involved in the reconstruction of a leading Sydney hotel. In a context of increasing competition in the Sydney accommodation market, the hotel was in substantial need of refurbishment. At least four different five star hotels were to be opened and the client hotel continued to experience fierce competition from its main rival.

The consulting assignment to the hotel included interviews with the senior management team, a two-day strategic focus retreat, senior management team building exercises, review of staff surveys over a two year period, investor interviews, supplier and customer surveys including previous and in-house guests, both satisfied and dissatisfied. From these instruments, a change management plan was developed involving all staff. Standards within all areas of the hotel were defined and a competitive pricing model was published. This model involved an increase in tariffs to reflect the premium positioning of the existing hotel brand.

Similarly, I have been involved in the rescue of a social marketing brand and reconstruction of its corporate structure since its collapse in 1998. The parent company owned one of Australia’s best-known social marketing brands; the brand currently maintains eighty-six percent awareness across Australia (Roy Morgan Research Centre, 2001). This led me to be interested in whether brands can be rescued and revitalised after corporate collapse. Corporate revitalisation was an early focus of this study.
Simultaneously with my work on restructuring and revitalisation in the social marketing field, I was involved in numerous change management assignments for large-scale corporations. These consulting assignments in change management led me to think about change management processes from a practical and experiential point of view. For some of these assignments, the brand appeared to be embedded into the development of the change management plans.

This background led me to think about how a brand could be used to grow a business and achieve outstanding results for an organisation through the change process. The original idea to focus on brand rescue and revitalisation of a social marketing brand germinated into a bigger idea. This bigger idea was how an organisation could use brand internally, within the organisation, as a vehicle for change management.

In my daily working life, clients were attempting to deal with these issues. They were already searching for ways to change their organisations by using their brand as the vehicle to achieve growth. Not surprisingly in retrospect, these clients were dealing with resistance to change. This led me to think about how these clients had been striving to survive and then achieve stellar growth for their organisations. How did these clients position themselves within the market place, on the one hand, and, on the other, how did they make the internal changes necessary to grow their business to create this intended new position?

1.4 The genesis of a research study

Although I did not see it at the time, the change process that the Sydney hotel staff implemented used their premium brand as the guiding force for implementing the change management strategy (see Section 1.3). This was a major variation from standard change management processes.
As my career progressed, I became involved in more change management implementation assignments. These became a day-to-day experiential process that was part of my working life. At the same time, as the honorary Chief Finance Officer of the social marketing organisation, I was specifically interested in the effective branding of social marketing products.

My interest and thinking were necessarily focused on how a brand could be rescued and revitalised by the collapse of the parent company. This seemed to demand a stretch on the current, standard revitalisation processes mentioned by theorists such as Aaker (1991, 1996). In the organisation I was working with it was more complicated because the surrounding corporate shell, rather than the brand itself, had collapsed. It seemed that the situation would be more difficult than a normal brand revitalisation process.

Reading the change management literature, it gradually occurred to me that, although change management theorists write about all sorts of processes as vehicles for change management, such as culture, productivity, efficiency, quality, shared values, and leadership, none actually suggests using the established brand as a vehicle for change management. Similarly, while branding has become an increasingly popular business topic, branding literature appears to neglect change management. This seemed strange to me, given my practical background in change management assignments that used a brand as the vehicle for change management.

The need for a comprehensive research study emerged from a search of the literature on branding and change management for an integrated solution, coupled with my work experience in branding and change management. In the process, I confirmed that the two paths did not appear to have a point of integration.
1.5 Branding

1.5.1 Why is branding important?

The importance of brands and their contribution to the value of businesses is widely documented (Buchholz and Wordemann, 2000). Brand development (Kapferer, 1997), brand building (Weilbacher, 1995), brand management (Marconi, 1993) and brand leadership (Aaker and Joachimsthaler, 2000) have been recognised as critical considerations for the success of market development strategies by managers and researchers.

In these turbulent post-dot.com times, with increasing emphases on market saturation and consumer dominance, a brand that differentiates a company from its competitors in the market is recognised as a critical success factor in the longevity of the organisation.

Relatively recent popular recognition of the importance of branding has led to a plethora of brand related books, articles and research studies contributing to a theory base supporting the practical experience of successful branding to create a presence within the market. Key theorists such as David Aaker who explored Building Strong Brands (1996) and, more recently implored us to establish Brand Leadership (Aaker and Joachimsthaler, 2000) have been confirmed with Kapferer's (1997) Strategic Brand Management – Creating and Sustaining Brand Equity Long Term, while de Chernatony and McDonald (1998) have advised Creating Powerful Brands and de Chernatony (2001) has advocated moving From Brand Vision to Brand Evaluation. We have been similarly asked to mind our Brand Manners (Pringle and Gordon, 2001), and to create Emotional Branding (Travis, 2000; and separately, Gobé, 2001). Most helpfully, Pearlman and Smith (2003) have almost assured our success with Bands, Brands and Billions – Top 10 Rules for Making Any Business Go Platinum.
Branding is seen as a marketing capability which can be difficult to grasp and define, because it is dealing with an intangible aspect of the value of the business. But creating, building, managing and extracting value from the brand is a key focus of marketing departments and their efforts to brand products, services and organisations.

1.5.2 What is branding?

There is no agreed definition of branding. Although it is commonly recognised in marketing, the many different definitions vary in complexity. At a basic level, brand is about a product or service and it is a tool for differentiation or identification in the marketplace. On this assumption, brand is a logo, a trademark, or a message enabling consumers to distinguish a set of benefits attached to one product as it is differentiated from others.

Similarly, there is a non-tangible element to branding. A brand is not something that can be touched or held. Although there can be physical representation of the brand, for example, a product and logo, nevertheless, a brand is something much more than that. Acknowledging its intangibility, Gardner and Levy (1955) proposed that brand names were being used as symbols representing ideas confirming a brand, or moving a product beyond the boundaries of functional benefits to differentiating its identity based on meaning. Using brand means condensing the symbolism and value benefits of the organisation's offer into a communicable message for the consumer.

In this context, brand has an added dimension in the marketplace that can attach more meaning to a product or service. Researchers and commentators seeking to provide a definition for the term ‘brand’ are invariably led to deal extensively with the added dimensions of meaning and symbolism associated with brands. Within the branding literature this
aspect of defining a brand seeks to investigate what a brand represents to
the consumer. Knapp (2000) identifies a genuine brand as the:

Internalised sum of all impressions received by customers and
consumers resulting in a distinctive position in their mind’s eye
based on perceived emotional and functional benefits.

(Knapp, 2000, p. xv)

At a more sophisticated level again, Davis (2000) began to investigate the
meaning of brands in the context relationship between the customer and
the brand where the brand is a contract with the customer:

Brand [is] an intangible, but critical component an organisation
“owns” that represents a contract with the customer, relative to
the level of quality and value delivered tied to a product or
service.

A brand is a set of consistent promises. It implies trust,
consistency and a defined set of expectations. A brand helps
customers feel more confident about their purchase decision.

A brand is an asset and next to your people, no asset is more
important. It is a long-term proposition.

(Davis, 2000, p. 31)

There is, as previously noted, however, no generally accepted brand
definition within the literature. A definition developed by de Chernatony
and MacDonald (1998) has been adopted for this study.

A successful brand is an identifiable product, service, person
or place, augmented in such a way that the buyer or user
perceives relevant, unique, sustainable added values which
match their needs more closely.

(de Chernatony and MacDonald, 1998, p.20)
1.6 Change management

1.6.1 Why the need to manage change?

Change occurs in the environment and within the organisation and can impact upon us, simultaneously, at many different levels individually, organisationally and globally (Robbins and Finley, 1995). To understand change in an organisational context, it is necessary to realise that there is constant change in the environment surrounding the organisation. Much of the literature about organisational change starts with an attempt to understand the environmental context of change and the key drivers deriving from it.

...change has become the mantra of the current era.

(O’Toole, 1996, p. xv)

Contemporary researchers tend to write about change on the assumption that waves of change constantly roll over an organisation placing it under increased pressure to manage better, both internally and externally so it can compete effectively in a changing, globally responsive marketplace to enable an adequate return to shareholders. Managers are implored to think globally, strategise regionally and act locally (Carroll, 1998). This increases the need for managers to prepare the organisation to successfully navigate the changing social, technological, economic, environmental and political context in which the organisation operates.

In a context of continuous change, it is imperative for managers and leaders to manage internal organisational changes in response to external change to survive economic down-turns, market shrinkage, loss of market share, competitive pressures and innovative technologies that are impacting upon both the organisation and the environment in which it operates. According to this approach, organisations must grow, adapt, innovate, create, build and respond to new markets or they will grow stale, fail and collapse.
Managers can always choose to continue to do more of the same type strategies, but this is not likely to generate stellar growth for their organisations. Failure to achieve stellar growth, increasingly, results in rapid management turnover. Lester C. Thurow argued that for managers today, organisational change is one of the most important and difficult tasks (Kochan and Useem, 1992).

Organisations have to respond more rapidly to the needs of the market to ensure their survival and growth (Carroll, 1992). Being able to manage change successfully, according to Rundle (1997) requires Flexibility, Adaptive and Responsive capabilities (FAR-ness) in response to the market place, and an understanding of trends that are causing the environmental changes.

Change management programs are not usually designed to control external change, but rather to better prepare the organisation to achieve growth within a market context that is constantly changing. On this assumption, it is argued, managers using good change management skills and implementation plans should be able to better position their organisations to capture market share, grow their business and adequately prepare for continuous external changes.

1.6.2 What is change management?

In more recent research, change is variously seen as being unplanned, evolutionary, discontinuous, or programmatic. Within the organisation, change occurs at individual, team, departmental, or interdepartmental levels, or organisation wide. It can be managed through implementation teams, change leaders, change champions, or from the grass roots. Done well it can lead to increased organisational efficiency, effectiveness, effulgence (star-like quality and brilliance), excellence, competitive edge, survival and growth. Through sometimes reactionary, successful change
management is occasionally planned, often creative and innovative using multiple theory bases and learning models to leverage the change.

Given the complexity of change, organisational change management covers a vast area of business activity. La Marsh (1995) responds to the complexities of defining change management in a broad, holistic sense:

Change management is the methodology that hardwires change and the ability to adapt into the organisation. It includes applying change-related research and experience in a systemic way to every business project. It means building a systemic thought about change into every business decision. It requires organizing this knowledge about change into a repeatable, teachable framework that is constantly refined and improved. Changes become an integral part of the way companies work and the springboard for more and constant change.

(La Marsh, 1995, pp. 1 – 2)

La Marsh (1995) also provides an insight into the nature of change within an organisational context and the problems associated with so many different types of change and change initiatives. Attending to the need for a systematic approach to decision-making and the need for an iterative methodology from which change can be taken as a steady yet uncertain state, La Marsh (1995) draws attention to the evolving complexity of organisational change.

La Marsh's (1995) definition of change management has been adopted for the thesis. It covers the whole of the organisation, is systematic and deals with the constant nature of change identified by the social, technological, economic, environmental and political (STEEP) change drivers.
1.7 Branding and change management – do they relate?

Notwithstanding the apparent implications for organisational success of changing brand recognition within the market and the imperative for managers to manage change in the organisational context, there appears to be no literature linking the areas of branding and change management or describing the impact of one on the other.

Brand appears to remain isolated from the pragmatics of the organisational context as being external and unrelated to other processes or systems that exist within the corporation. As de Chernatony (2001) observes:

Traditionally brand management has focused externally, seeking to understand customer behaviour from which a unique mix of values is devised to enhance customers’ lifestyles. However, with the growth of the services sector and the importance of service in product-based brands, customers’ increased levels of interaction with staff provide them with a powerful clue about brands’ values. It is therefore argued that a more balanced perspective is needed whereby brand management is as much about managing the brand internally (i.e. the role of staff) as it is managing the brand externally (matching customers’ needs).

(de Chernatony, 2001, p. 13)

The role of staff may be a key consideration, but even de Chernatony does not suggest that it be explored as a change management process.

As has been noted, organisational change management processes can have many different focuses, such as culture, people, systems, processes, transformation, transition, rationalisation and repositioning. None of these different approaches, however, explores the possibility of using brand as a focus for change management.
Given the multitude of studies reported from each research field, it is odd that a study exploring the use of brand as a vehicle for change management has not apparently emerged. The research study reported in this thesis has been designed to establish whether such a link could be identified and, having recognised this link, to explore its nature in a systematic and rigorous way. From this study, a strategic model for leveraging the linkage was then established. This model has received some support among practitioners in the currently separated fields.

1.8 Research questions

My literature search (see chapter two for more detail), my ongoing change management assignments in the field, and my need to establish a coherent path towards revitalisation for the social marketing brand confirmed the need for a coherent research project to explore the use of brand as a vehicle for change management. Necessarily based on two organisational examples that were available from my direct experience (see 3.4.6), this process (established in detail in chapter two) led to the development of the following questions as the focus for the study:

1. What are the branding and change management processes used by organisational managers?
2. What is the framework for using brand as a vehicle for change management?

1.9 Specific research aims

The research study reported in this thesis sought to identify a bridge between branding and change management. The study investigated two sample organisations and sought confirmation of their reported findings from a focus group of change agents (see 3.7.2.1). In addressing the two research questions, the following specific aims for the study had been formulated:
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1. To establish whether two previously unrelated areas of organisational literature, namely branding and organisational change management could, in fact, be related;

2. To investigate the use of brand as a vehicle for organisational change management, to establish one possible linkage and to identify a bridge between the two previously unrelated areas of branding and change management literature;

3. To review two organisations with substantially different business plans and histories where the brand has been used as a vehicle for change management to provide a practical framework as a contribution jointly to the theoretical areas of branding and change management; and

4. To present the findings and conclusions of the research to enable further research and change management implementation to be founded upon this emerging bridge between branding and change management.

1.10 Significance of the research

This research study is significant because it has exposed a research area involving the integration of brand and change management that appears, largely, to have been neglected. The critical focus of the study has been to build an understanding of how brand could be used as a vehicle for change management.

The first significant finding of this study has been its identification of an apparent gap in research between the areas of branding and change management. Identification of the gap is recognised as being potentially useful to practitioners, researchers, theorists and writers seeking to develop new and different ways of leveraging brand and organisational change management to support the ongoing strategic development of the organisation.

The research indicates that the opportunity of using brand as a vehicle for change management exposes brand as not simply a marketing focused
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initiative within the organisational context. It is significant because it indicates that senior organisational managers need to consider both the brand and change management factors at the same time, rather than in isolation within separated departments, which can be the case within current organisational management practice. The research is not presented as another marketing initiative designed to capture senior management attention and divert from the day-to-day practicalities of running a business, but rather as a vehicle to understanding both the demand and supply sides of the business through the brand and the change management initiatives linked to the brand.

The findings and conclusions are presented as a major contribution to practitioners of change management and to the currently separate research fields of branding and change management. This research is provided as a process for change managers, brand managers and organisational decision-makers to allow them to consider how a brand could be further utilised within the organisation as a vehicle for change management. This should enable the practitioner to formally consider the opportunities provided by this bridge between the two areas of branding and change management and to highlight the importance of these two areas from an organisational perspective and in the building of sustainable organisational futures.

In particular, this study establishes the real potential for the use of brand as a vehicle for change management. The application is substantiated by the findings of the two sample organisations undertaken during the research. The case examples themselves are significant because they reveal actual workplace applications of leveraging brand to manage substantial change implementation.

Finally the study proposes an incorporated change management framework that incorporates brand focus. The development of this model for strategic brand-driven change management provides a significant
contribution to theorising the practical management of change through brand. It is expected to be useful to researchers, managers and organisational theorists in the fields of both branding and change management.

1.11 Outline of the study

This study is reported in six chapters (see Figure 1.1). This opening chapter of the thesis has introduced the study. It has expressed and explored why this topic was of interest to the author, introduced the concepts of branding and change management and established the basis for investigating a linkage between brand and change management.

Chapter two presents a description and critical review of relevant and timely research and commentary in the fields of branding and change management. The first section of the literature review establishes key definitional constructs relating to brand. The second section reviews the nature of change, specifically incremental and transformational change. It then examines change management initiatives and change implementation processes. In the third section, the contemporary research context for the study is established in terms of the apparent lack of research on the linkage between branding and change management. Limitations identified in the reported research are recognised as the controlling issues from which the research questions has arisen.

Chapter three presents the case study research design developed to inform the study. The chapter re-presents the research questions and provides an analysis of the qualitative research methods seen to be most appropriate to a substantial exploration of the issue. It describes the case study research design developed to address the specific research questions and details the methodological concerns encountered in establishing the design. It presents a description of the sample organisation selection process undertaken as it relates to the study and
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outlines the background details of the respondents to the study. Chapter three also describes the data collection method and analytical tools selected to complete the research.

Chapter four reviews the findings from the case studies in relation to the branding and change management approaches established in chapter two. To illustrate the branding perspective, Aaker’s (1996) Brand Identity Model is used as a basis for content analysis of the data and presentation of the findings in relation to brand. Further content analysis is conducted from the change management perspective using Tan’s (1997) change management framework. Findings reported in this chapter strongly suggest the need for further exploration of the strategic bridge between branding and change management.

Chapter five extends Tan's (1997) change management model to incorporate issues derived from the consideration of brand. The chapter introduces the concept of 'entre-brand' and 'intra-brand' as analytic tools to distinguish between the brand externally and internally to the corporation. The chapter develops a substantial modification of Tan's (1997) framework in which brand is applied as a vehicle for change management. The chapter then presents the findings resulting from the data in relation to this incorporated framework.

Chapter six presents the conclusions drawn from the study. The chapter provides a discussion of the implications of the study for practice and offers recommendations for further research.
Figure 1.1 Outline of the study

Chapter One – Introduction
study overview

Chapter Two – Literature Review:
branding and change management, the
lack of relationship between branding and
change management, the research
questions

Chapter Three – Methodology:
development of specific research aims,
research design, research tools, sample
selection, sample description

Chapter Four – Findings (1):
case study findings - branding and change
management perspectives

Chapter Five – Findings (2):
case study findings - development of the
entre-brand and intra-brand concepts and
review from the perspective of an
incorporated change management
framework incorporating brand focus

Chapter Six –
Conclusions and Implications:
conclusions from study, implications for
practice and further research
1.12 Conclusion to chapter one

This chapter has established the scope of the thesis, identified the context within which it was developed and outlined the direction for the research.

The journey to complete this thesis and the case study contained herein began with two possible paths: one path involved researching brands and branding strategies, including revitalisation; a second, apparently separate, path involved change management techniques and processes for implementing change at a practical consulting level.

This study reports a point of integration for the two, previously discrete, research considerations of branding and change management. By studying the use of brand as a vehicle for change management, the thesis co-evokes the areas of brand management and change management across two organisations where brand has been used as a focus for change management. This establishes a link between the two paths and opens up a new area for further research and investigation by organisational theorists, change management researchers and branding practitioners.
Chapter Two – Literature Review

2.1 Introduction to chapter two

Chapter one introduced the study and outlined the thesis structure, briefly explaining the concepts of branding and change management. This chapter reviews the literature relevant to this study in the areas of branding and change management and exposes a research gap between the two areas. This leads to the formulation of the research questions for the study. The literature reviewed within this chapter influenced the data collection methodology and analysis conducted for the study. These influences, however, are discussed in the following chapter.

The study of how brand might be used as a vehicle for change management involves literature from a number of different areas which, at times, appear to be unrelated. The study builds upon two main areas: branding and change management. Within the area of branding, the literature reviewed focuses on branding and brand management, in particular, defining what is a brand (2.2.1), an exploration of product, service and corporate brands (2.2.2) and reviewing key branding concepts (2.2.3) with a specific focus on brand identity (2.2.4). Brand management (2.2.5), how the organisation can be adapted to support the brand (2.2.6) and how the brand literature is currently seen to relate to change and change management (2.2.7) are reviewed.

Within the area of change management the specific focus of the literature review includes: what is change (2.3.1), types of change (2.3.2), change management (2.3.3), change management techniques (2.3.4) and change management implementation. The literature review exposes a gap in the reported research in the area of branding and change management (Section 2.4). The research questions are specifically couched to address this gap.
2.2 Branding and brand management

This section of the literature review focuses on reported research into the nature of branding and brand management techniques within organisations. It reviews what constitutes a brand, different types of brands, brand management and how organisations can be adapted to support the brand. The review focuses on more recent debates and research into how a brand is supported within an organisational context.

2.2.1 What is a brand?

Modern day branding and brand management emerged from an innovative system developed in the 1930’s by Proctor and Gamble (Aaker, 1996). Organisations have had a renewed interest in branding since the 1980’s (Low and Fullerton, 1994).

Branding can be difficult to understand because there is a high degree of intangibility surrounding the concept (de Chernatony, 2001). Kapferer (1997) submits that a brand can be a logo or a symbolic representation of a product that is used as a means of differentiating between products and condensing value attached to the product in the mind of the customer. As a consequence, a brand can be a representation of many different ideas that surround a product. In the mind of the consumer the process of branding can produce a preference for the branded product over and above a non-branded or less preferred brand which in turn can be extremely profitable and valuable to the corporation that owns the brand (Stobart, 1994).

de Chernatony (2001) explains the various interpretations of a brand from four perspectives: input perspective, output perspective, time perspective and an evolving entity perspective. From the input perspective, de Chernatony (2001) submits that a brand can be seen as a logo, legal instrument, company, shorthand, risk reducer, positioning, personality,
cluster of values, vision, adding value and identity. From the output perspective, he submits that the brand can be interpreted as an image or relationship.

The de Chernatony (2001) perspective of the different interpretations of a brand begins to expand upon the Kapferer (1997) understanding of a brand in suggesting that a brand is a multi-faceted concept. As a result, brand, as a concept, can be difficult to manage and understand from the organisational perspective because it has so many different interpretations and can mean different things to different people.

A brand can be seen as an augmentation or added value to the physical representation of the brand (product, service, person or place) that the customer or consumer (buyer or user) attaches a meaning or value to. In consequence, the product, service, person or place has relevance to the customer or consumer through the purchase of the brand (de Chernatony, 1998).

As previously stated (see Section 1.5.2), no generally accepted brand definition has arisen from within the literature. The definition developed by de Chernatony and MacDonald (1998) has been adopted for this study.

A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique, sustainable added values which match their needs more closely.

(de Chernatony and MacDonald, 1998, p.20)

Although the de Chernatony and MacDonald (1998) definition of brand provides a foundation for the purposes of this study, the investigation of different types of brands often raises a distinction between product, service and corporate level brands.
2.2.2 Product, service and corporate level brands

In a discussion about branding there needs to be a distinction between different types of brands, specifically between product, service and corporate level brands.

2.2.2.1 Product brands

Aaker and Joachimthalter (2000) explain that a product level brand involves ‘product scope, product attributes, quality/value, use experience, users and country of origin’. The evolution of product brands based upon definitions, as proposed by Aaker and Joachimsthaler (2000), enables products such as cola, soap and laundry detergent to become branded products such as Coca Cola, Ivory and Tide. These products can attach and encompass significantly more meaning with a brand attached than without.

Coca Cola, for example, has become a global brand worth billions of dollars. From the product’s humble beginnings as a pick-me-up cough syrup concocted by Pemberton in the Nineteenth Century to a registered trademark, this branded cola syrup drink has become an American icon whose global expansion piggy-backed on the American war efforts in the 1940’s and 1950’s with bottling plants springing up outside of American soil to ensure that GI’s would never miss out on their Coca Cola.

The dedication of consumers to cola as a branded product was demonstrated in the marketing debacle ensuing from the launch of New Coke and the subsequent demonstrations by a loyal public to bring back Classic Coke. From humble product beginnings as a cocaine-laced product to a globally recognised American icon, Coca Cola demonstrates the power that can be found in product brands.
2.2.2.2 Service brands

de Chernatony (2001) posits that a service brand is ‘based on people interacting with other people’ and sees the brand as involving a ‘promise, the performance of a deed, or an experience.’ Service brands can be as valuable to the organisation as a product brand.

Federal Express, for example, is a very successful service brand. Founded by Fred Smith in April 1973, he thought up the concept for overnight delivery whilst writing a Yale university term paper. He received a “C” on his term paper (Knapp, 2000), but this did not stop the entrepreneur from proceeding with the fledgling corporate venture. The idea behind Federal Express is guaranteed overnight parcel delivery service that is on-time and reliable. Before the advent of Federal Express, customers had to travel to an airport to airfreight a parcel. The underpinning brand delivery concept is “when it absolutely, positively has to be there overnight.” The business of Federal Express is logistics and Knapp (2000) proposes that the brand signifies “immediate gratification.” The brand promise is “quick, reliable delivery” (LePla, Davis and Parker, 2003).

Early in his corporate history, Fred Smith was refused a bank loan whilst unable to pay $30,000 in staff wages. He flew to Las Vegas and won the payroll. His entrepreneurial flair and belief in the concept was sufficient to keep the company going. From its humble beginnings, Federal Express, or FedEx as it was re-branded in 1994, has become the “largest express company in the world” (Fred Smith in Gilmore, 1997) and has moved into supporting e-commerce distribution. “FedEx it” is what the customers say when they want something delivered (Upshaw, 1995).

FedEx operates on a hub-and-spoke principle where all packages are flown into a central point and then redistributed through the United States. It was a revolutionary concept. The company invested in an on-line system that allows the sender to view where their package is within the FedEx
system. Each item is bar-coded and recorded on the SuperTraker database tracking system that is scanned in by the FedEx courier by a hand held scanner. Customers can view the status of their parcel on COSMOS © (Customer Operations Service Master On-Line) without the need to call a customer service centre (Fred Smith in Gilmore, 1997).

The brand is underpinned by the ‘customer experience of highly reliable overnight delivery’ (LePla, Davis and Parker, 2003). FedEx has a customer service policy where the sun does not set on a customer complaint. If a parcel is missing, a customer is informed and can monitor the situation on-line. It is the customer service levels and the maintenance of promises to customers that differentiates the FedEx service brand.

2.2.2.3 Corporate brands

Gregory (1997) asserts that, at the level of corporate branding, the meaning attached to the brand is applied to the whole corporation. This meaning of the corporate brand moves beyond the differentiated product or provision of a service to become the interactions between the customers, the consumers and the entire corporation. The scale of the corporate brand can be much larger than a product or service brand and the meaning attached to the corporate level brand can reflect much more to the market than the simpler levels of product and service branding.

Gregory (1997) proposes that a corporate level brand can be defined as:

The complete corporate ethos and experience summed up in the company’s reputation and consciously projected to selected audiences.

(Gregory, 1997, p. 11)

The recognition of brand at the corporate level is an important concept for this study. Corporate level branding is a useful distinction from product and service level brands because corporate level brands are seen to
encompass much more of the organisation than either its products or services. It comprises the entire corporation, its image, culture, the delivery of services and products, the interaction with customers and the marketplace and represents a summary of the value and meaning of the organisation. It is a holistic concept that condenses the meaning attached to the corporation in the mind of the customer and consumer.

Ind (1997) asserts that a corporate brand is an overall corporate identity that encompasses the corporate mission, philosophy, values and culture. This view proposes that the corporate brand is underpinned through the marketing communication strategy, the employees’ views of the identity and the products and services of the corporation to create the image of the corporation for the various audiences within the marketplace (see Figure 2.1 Analysing the corporate brand).

The key components of Ind’s (1997) model for corporate level branding are corporate identity, marketing communication and corporate image within the marketplace. It is a much wider concept than either the product or service level brands.

Furthermore, Ind (1997) submits that the company level brand encompasses inter-relatedness of the flow between the corporate identity and the corporate image through marketing communications, not simply as parts of the corporation or sections of the company acting in isolation from other parts of the company. It is a critical aspect of the inter-relatedness that enables the entire corporate identity to be represented in the minds of the staff, customers and consumers of the corporate brand.
Figure 2.1: Analysing the corporate brand
(Ind, N. 1997, The Corporate Brand, p. 43)

Kapferer (2001) submits that there is a distinction between the Western approach which favours product level brands and the Japanese model of branding which, he suggests, follows more along the lines of corporate level branding.

Brand identity in Japan results from an inward looking approach, where what is important is not an obsession with the other, but respect for one’s own values. We can therefore see how nothing could be more foreign to Japanese brand philosophy the Procter & Gamble’s breakdown into stand-alone products (Ivory, Crest, Tide, Ariel and so on), where they are almost ashamed of mentioning the parent company.

(Kapferer, 2001, p. 5)

Kapferer (2001) submits that a convergence of the two approaches, product branding and corporate level branding would be beneficial as the key corporate values that relate to the brand could be used to inspire the corporation.

2.2.3 Key branding concepts

An important consideration within the area of branding and brand management is the number of different branding concepts that have emerged to assist brand managers in understanding and developing brands within the corporate environment.

Brands can be viewed as key organisational assets that are of immense value to the corporation (Stobart, 1994). A number of brand related concepts are available within the literature to enable a clearer understanding of brands and how they can be developed. These concepts are used to describe brands in the marketplace and enable brand managers to measure, define and delineate the brands from competitive propositions and build branding strategies to support the brands.
The concepts include brand identity (Upshaw, 1995; Aaker, 1996; Kapferer, 1997; de Chernatony, 2001), brand equity (Upshaw, 1995; Travis, 2000), brand image (Aaker, 1996), brand personality (de Chernatony, 2001, Gobé, 2001), brand positioning (Davis, 2000), brand essence (Bedbury, 2002), brand loyalty (Gregory, 2002), brand promise (Pringle and Gordon, 2001), brand awareness (Bedbury, 2002) and brand value (Aaker, 1996).

The potential for brand *management* is enhanced through the use of these definitional constructs. They enable an expanded understanding of what branding entails and allow for each brand to be investigated so as to create greater meaning and understanding of the brand thereby assisting in its management.

In addition to the above key definitional branding constructs, branding strategies that can be used to develop the brand in the marketplace include brand building (Aaker, 1996), brand management (Kapferer, 1997), brand strengthening (de Chernatony, 2001), brand extensions (Park, Milberg & Lawson 1991; Vaidyanathan & Aggarwal, 2000), building brand alliances (Court & Leiter, 1999; Park, Jun, Shocker, 1996), brand stewardship (Gregory, 2002), and even milking the brand (Aaker, 1991).

Brand strengthening, rescue and retirement strategies include brand rejuvenation (Crainer, 1995), and brand leadership (Bedbury, 2002), cooperative branding (Aaker, 1996), brand rescue (Drawbaugh, 2001) and brand retirement (Aaker, 1996).

Through the use of identified branding strategies, the repertoire of the brand manager is expanded to enable the development of brand value and enhance organisational success through the brand. It is of immense value for the organisation to attract key personnel who can execute these branding strategies and so develop a capacity to build and maintain brands as part of their core competence.
A key focus of much of the branding literature is the exploration of the brand identity construct. As this can be used to summarise the perspective of the brand when the focus is external to the organisation within the marketplace, it is useful for the purposes of this study because it is frequently identified as a key consideration for how brands are managed. This concept has been identified within this study as representative of traditional approaches to branding.

2.2.4 Brand identity

Upshaw (1995) proposes that the management of brand identity is a key consideration for assessing the success of branding strategies within the marketplace. Upshaw (1995) proposes that brand identity is built around a core of brand essence that involves brand positioning and brand personality that interacts with the brand name, logo/graphic system, selling strategies, product/service performance, promotion/merchandising and marketing communications.

Aaker (1996) submits that brand identity is:

\[\text{...a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organisation members.}\]

(Aaker, 1996, p. 68)

The brand identity can be used to summarise the relationship that can be built by the branding team between customers and consumers and the corporation. The concept of building a brand identity is a key consideration for this thesis. It is critical to have an understanding of the elements that create brand identity and how this is managed and maintained within the organisational context.
Kapferer (1997) defines brand identity as a set of relationships represented as a prism. The Kapferer (1997) prism reviews brand identity from internalisation and externalisation perspectives of the brand that are communicated from a sender to a recipient. The brand’s identity is seen to comprise the physique, relationship, reflection, self-image, culture and personality of the brand (Figure 2.2).

Figure 2.2: Brand Identity Prism (Kapferer, 1997, p. 100)

Kapferer’s (1997) definition enables the management of brand identity to be segmented for greater, contextual meaning within communications between the sender and the recipient. The prism allows management to explore and expand the brand identity construct within their organisational setting.

Alternatively, de Chernatony (2001) proposes a construct of brand identity comprising presentation, positioning, personality, brand visions and culture and the relationships between staff, staff to customers and staff to other stakeholders (see Figure 2.3).
This definition of brand identity brings to light a greater focus on the organisational role in terms of its organisational culture and staff relationships. This expands the Kapferer (1997) view to encompass an organisational perspective which, it is argued, can lead to an improved ability to manage the organisation and customers relationships with the brand over time.

Aaker (1996) proposes a significant model that focuses upon the planning capability of the brand identity (Figure 2.4). This model moves beyond the definitional concepts of brand identity proposed by Kapferer (1997) and de Chernatony (2001) to a brand identity model that can be planned, assessed and implemented by the brand management team.

The process proposed by Aaker (1996) commences with strategic brand analysis of customers (trends, motivation, unmet needs, and segmentation), and competitors (brand image/identity, strengths,
strategies and vulnerabilities). Aaker’s process is then substantiated through a self analysis (existing brand, brand image, brand heritage, strengths/capabilities and organisational values).

This process of strategic brand analysis provides an insight into current market demand-supply, relationships and power structures to create an improved understanding of the relationships with the brand and other brands in the marketplace. In addition, it supports a deep understanding of the brand’s origins, current image in the mind of the customers, the consumers and the organisation that underpins the brand.

Aaker (1996) proposes that, subsequent to the strategic brand analysis, a brand identity system can be built to define, understand and delve into the meaning surrounding the brand. This is possible through an exploration of the core and expanded brand identity and an understanding of the brand as a product, organisation, person and symbol. This understanding of the brand leads to an expression of the value proposition of the brand and an exploration of its credibility in the marketplace to create an understanding of the brand-customer relationship.
Figure 2.4: Brand Identity Planning Model
(Aaker, 1996)

Strategic Brand Analysis
- Competitor analysis
- Customer analysis
- Self-Analysis

Brand identity System

Brand Identity

Extended
Core

Brand as product
1. Product scope
2. Product attributes
3. Quality/value
4. Uses
5. Users
6. Country of Origin

Brand as organisation
7. Organisation attributes (e.g., innovation, consumer concern, trustworthiness)

Brand as Person
9. Personality (e.g., genuine, energetic, rugged)

Brand as Symbol
11. Visual imagery and metaphors
12. Brand heritage

Brand as Person
8. Local vs. global

Brand Identity Implementation System

Brand Position
- Sub-set of the brand identity and value proposition
- To be actively communicated
- Providing competitive advantage

Execution
- Generate alternatives
- Symbols and metaphors
- Testing

Tracking

Value Proposition
- Functional benefits
- Emotional benefits
- Self-expressive benefits

Credibility
- Support other brands

Brand-Customer Relationship
Aaker's (1996) exploration of the brand identity leads to a brand implementation system which involves developing the brand position, executing the brand identity strategies and tracking the strategies. Aaker's (1996) model offers a comprehensive process for managing the brand identity. It is a blueprint for organisations to follow to enable the implementation of brand identity development strategies that take into account the overall brand identity position within the marketplace and the implementation of this process as a strategic response to market.

Furthermore, Aaker (1996) submits that the relationship between the organisation and the brand is a key consideration for the differentiation and maintenance of advantage within the marketplace:

The basic premise is that it takes an organisation with a particular set of values, culture, people, programs, and assets/skills to deliver a product or service. These organisational characteristics can provide a basis for differentiation, a value proposition, and a customer relationship.

(Aaker, 1996. p. 115)

The relationship of the brand to the organisation is a key consideration because, it is argued, brand and how it is managed within the organisational context is significant to the value of the organisation. Given the professed value of the brand, both managers and researchers have focused on improving methods of brand management within the organisational setting.

The Aaker (1996) Brand Identity Model is a key consideration for this thesis. It represents traditional branding approaches. The Aaker model (1996) is used to provide a construct for content analysis (see Section 3.6) and to present the findings within chapter four (Section 4.3 – 4.6).
2.2.5 What is brand management?

Aaker (1996) submits that there are major organisational imperatives facing brand strategists and their decisions about how to manage a brand. These include how to adapt the organisation to be able to manage the brand and the development and implementation of a brand management system within the organisation.

As observed in Chapter 1 (see 1.5), the definition of brand management varies between theorists of branding and there is no one consistently used definition within the field. It can be considered to be the process of creating brand identity and coordinating across the organisational units, media and markets (Aaker, 1996).

Arnold (1992) provides that brand management is a balancing act:

Balances have to be struck between the external market and the internal capabilities of the company; between the company’s inputs into the product and the influences of the consumer perception; between the short-term need to maximise profit and the long-term need to invest and develop. It is difficult because of the obvious imbalance between the complex process by which companies produce products and the apparent simplicity with which consumers choose brands.

(Arnold, 1992, pp. 31 – 32)

Arnold (1992) proposes that the process of brand management involves the sequencing of marketing decisions involving five phases. The first phase involves market analysis (market definition, market segmentation, competitor positions and trends). The second phase involves the brand situation analysis (brand personality and individual attributes) and the third phase is targeting of future positions (future developments and brand strategy). The fourth phase involves the testing of new offers (individual elements of the mix and the test markets) and the fifth and final phase is
planning and evaluating performance (level of expenditure, type of support activity and measurement against objectives).

The brand management process proposed by Arnold (1992) enables the branding process to be approached in a systematic and methodical manner. This creates a guide for the process of development and managing the brand, but this does not specifically address the process of management of the brand within the organisational context and structural issues associated with this.

It is a key consideration to decide who is in charge of the brand and to have the brand management role clearly understood within the organisational context to create clear authority and accountability within the organisational structure for the brand management.

Drawbaugh (2001) submits that an effective brand management system must have someone in charge of the brand. Drawbaugh's approach calls for clear responsibility for the brand to be designated within the organisational setting, the establishment of clear lines of authority and accountability for the development of the brand identity and implementation of branding strategies. Aaker (1996) supports this viewpoint and proposes that the brand can be managed by a Brand Manager, Brand Equity Manager, Range Brand Manager, CEO, Global Brand Manager, Brand Champion, Category Manager, Brand Committee, Communications Coordinator and Agency (Aaker, 1996).

Aaker and Joachimsthaler (2000) believe that the brand leadership tasks begin to impact upon the organisational structure and processes in terms of responsibility for brand strategy and management processes, but see the brand leadership tasks as focusing on brand architecture, brand-building programs and brand identity/position.
Furthermore, Aaker and Joachimsthaler (2000) submit that it is an important consideration to take into account the seniority of the manager responsible for the brand to ensure that the strategic perspective of an experienced manager is utilised to generate a long-term perspective for the generation of a brand leadership model. They also advocate that the brand manager can be the CEO or a top marketing professional to protect the brand’s value.

It is a key consideration for the brand’s prominence within the organisational setting that the brand is recognised by senior management supporting its strategic development. This means that the responsibility for the brand is not relegated to new, inexperienced managers but, instead, is supported with sufficient managerial experience to receive appropriate focus within the organisation. Drawbaugh (2001) supports this viewpoint and advocates the centralisation of brand responsibility high amongst senior management.

Weilbacher (1995) acknowledges that the focus on the brand may shift from being the sole responsibility of a single manager to being spread across departments and managerial responsibilities. This, however, can lead to the dilution of effective managerial command and control of the brand in the organisational context if the brand management responsibility is spread too thinly across the management team, leading to ineffective management of the brand. There has been little research conducted into the impact on the brand of the seniority of the management responsible for it.

de Chernatony (2001), however, submits that there has been a transference of responsibility for brand management from a single manager to the a brand management team. Senior management and the support of a team approach are seen to be critical to the management and support of the brand.
In addition, the impact of senior management and front-line staff members, particularly, is seen to be a significant on the management of the brand and the relationship between the corporation and its customers and consumers. de Chernatony (2001) argues for a more balanced approach to brand management which focuses internally and externally on the role of staff and the meeting of consumer needs:

As staff are seen by customers as a manifestation of the brand it is important that they have the knowledge, skills and organisational support to deliver the functional brand values. Furthermore by recruiting staff who genuinely believe in the brand’s values aligned with those of the brand managers need to enable these committed employees to behave in a way which reinforces the desired emotional values of the brand.

(de Chernatony, 2001, p. 13)

Having knowledgeable, brand-value reinforcing staff is seen as a critical factor for successful brand management as these staff members are in direct contact with customers and impact in a significant manner upon the brand in the mind of the customer through this interaction. The brand can either be reinforced by the staff, or perhaps undermined through interactions between staff and customers.

In addition, Bedbury (2002) submits that for successful brand management, brands need successful leadership by both senior management and staff members:

It is everyone’s job. But some brands, in particular retailers, and service companies are especially dependent on the front-line employees who come face-to-face with the customer. In companies like these, dedicated employees engender brand trust and foster brand loyalty better than any marketing program, whereas bad employees can easily undermine a brand that took years or even decades to build.

(Bedbury, 2002, p. 141)
Furthermore, Bedbury (2002) asserts that brands require leadership from all employees at every level of the organisation from the CEO to front-line employees who act as brand champions and these have a big impact on the brand. Staff are seen to have a critical role to play in the successful brand management process and are therefore a key consideration in the implementation of an effective brand management system.

Gregory (2002) submits that a brand can have added benefits in terms of staff perception of their organisation and can lead to the attraction of high calibre candidates and greater retention of high performing staff. Similarly, Davis and Dunn (2002) propose that the brand can be used to instil pride and create loyalty in staff towards the organisation who employs them. A brand can benefit from staff positively interacting with customers, the brand can benefit from being used as a beacon to attract high performing staff. Staff can benefit from the brand's added meaning to their working life and to increasing their satisfaction with their employment.

D’Alessandro (2001) summarises his view of the benefits of the brand to the organisation and management:

Companies with strong brands therefore have a few enormous advantages in the marketplace:

1. The very best people want to work for them.
2. Their brands help their employees focus and make decisions.
3. Their brands motivate their employees to do more than they otherwise would have believed they would.

Companies with strong brands succeed not just because their brands have such a strong influence on an external audience of consumers, but also because their brands have such a strong influence on an internal audience of employees, vendors and distributors.

(D’Alessandro, 2001, p. 150)
It is this influence through the brand that can attract key people and professionals who have the necessary skills to manage the brand. By attracting key individuals with the core competencies in brand management leads to reinforcement of the brand leadership position within the organisation. In this context, de Chernatony (2001) submits that a brand can be used to rally staff and proposes that managers can think ‘about brands as both external and internal flags’.

The complexity of the brand management task has increased substantially as the importance of the brand to the organisation has increased. As Drawbaugh (2001) indicates:

> In some firms, brands are coming to be seen as organisational ideals that embody the best of the business, demanding careful handling and rigorous protection. The days when the brand was just a catchy slogan and a clever logo cooked up by some suede-shoe creatives in marketing are over. CEOs are in on the act. So are accountants and bankers. Quantitative systems for measuring brand value are emerging and brand managers are having to meet stricter standards.

(Drawbaugh, 2001, p. 4)

The measurement of the brand value, systems and approach has increased in sophistication and complexity, therefore the demand for skills required to ensure good brand management has also increased.

The expectations of the role of brand management have expanded to cover the value chain. As Winkler (1999, p. 59) proposes the brand must be able to adapt to a ‘changing, flexible, sometimes multi-branded environment’ that ‘encompasses the manufacturer, the distributor, the consumer alliances, partnerships and joint ventures, employees, investors and analysts.’ Here, brand management is seen as needing to stretch across all constituencies that relate to the brand. A key consideration for the brand management team is the management and creation of a common meaning for those who are associated with the brand.
Temporal (2000) explores the need to relate branding to strategy:

Branding has made marketing more strategic than it was decades ago. The marketing mix is now seen more as an arsenal of tactical weapons with brands playing the big guns. Top brands have their own vision, mission, financial and marketing objectives, and a whole array of strategies to achieve ambitions. The top brands are run as corporate entities in their own right, right down to their profitability and equity valuation…In some cases, the brand is the company and the company is the brand. From this viewpoint, brands are a vital part of corporate strategy.

(Temporal, 2000, p.27)

The Temporal (2000) viewpoint links the emerging strategic nature of brands and their management to the strategy formulation of the corporate entity. Brands are being considered as a critical component in corporate direction setting and future corporate growth.

Aaker (2000) submits that:

…it means that brand management is strategic and thus the brand manager needs to be involved in creating the business strategy rather than being one of the implementers because the business strategy and brand strategy should reflect the same strategic vision and corporate culture. In addition, the brand identity should not promise what the strategy cannot or will not deliver. There is nothing more futile, wasteful, and damaging than to develop a brand identity or vision implying a strategic imperative that will not get funded because it is not a business priority. An empty brand promise is worse than no promise at all.

(Aaker foreword in Davis, 2000, p. xii)

Most of the research in the area of branding does not focus on the processes of change or change management within an organisational context, but a substantial amount of literature is dedicated to investigating
how an organisation can be adapted to induce better support for the delivery of the brand promise.

The next section (2.2.6) reviews the relevant literature from the point of view of adapting the organisation to deliver the brand’s potential.

2.2.6 Adapting the organisation to support the brand

A number of researchers and writers have expanded upon the process of brand management to investigate the concept of Integrated Marketing (Duncan and Moriarty, 1997) or Integrated Branding (LePla and Parker, 1999; Travis, 2000; de Chernatony, 2001) to create effective organisational support for the brand. Davis (2000) proposes tackling Brand Asset Management, Knapp (2000) advocates creating the Brand Mindset and de Chernatony (2001) proposes moving from Brand Vision to Brand Evaluation to achieve organisational support for the brand. Where as, Pringle and Gordon (2001) advocate a Brand Manners approach, Davis teams up with Dunn (2002) to propose Building the Brand-Driven Business and, more recently again, LePla, Davis and Parker (2003) return to the concept of integrated branding to propose that creating the Brand Driven Business will ensure both organisational and market success.

Duncan and Moriarty (1997) view integrated marketing as a process that is cross-functional and that manages brand communication through staff, corporate learning and mission to create profitable brand relationships. It is considered to be a holistic concept that drives brand value to create successful brand relationships and brand equity for the organisation. The brand can be integrated back into the organisation to become a platform for growth enabling the redesign of corporate infrastructure and processes to better deliver the brand value (Duncan and Moriarty, 1997).

In this thesis, focus on the ability to use the brand internally within the organisation is a key concern. This brand – organisational focus implies
that the brand can be used within the organisational setting to motivate
and guide staff and decision-making. Although there has been little
research into how a brand could be used as a vehicle for change
management, the literature has focused on the relationship between the
brand and the organisation, albeit usually from the perspective of how the
organisation can be adapted to better support the brand.

Le Pla and Parker (1999) submit that integrated branding can be defined
as:

An organisational strategy used to drive company and product
direction – where all actions and messages are based on the
value the company brings to its line of business. This value is
based both on what the company does well and what
customers consider important. By focusing actions and
messages on company and product strengths, a company is
much more likely to create a deep, long lasting relationship
with each of its customers.

(LePla and Parker, 1999)

This approach integrates the brand into all corporate activity to create a
brand driven company. It changes the strategic priorities of the company to
place the brand high among the list of strategic priorities for the
corporation. LePla and Parker (1999) believe that the Integrated Brand
Model helps to create the brand driven organisation through brand
conveyors, brand drivers and organisational drivers. The brand conveyors
are seen to be communications (positioning), strategy and products. The
brand drivers are considered to be principle, personality and associations
and the organisational drivers are mission, values and story to support the
brand.

This brand driven process affects the front-line staff, how customers relate
to the corporation and the brand and how senior management conduct
decision-making for the firm. The organisations become driven by the
brand as an overarching strategic imperative.
Davis (2000) asserts a broader approach that uses the brand as an asset that can be used to drive profitable growth (see Table 2.1).

Table 2.1: Process for Brand Asset Management
(Davis, 2000)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Developing a brand vision</td>
</tr>
<tr>
<td>Step 1</td>
<td>Elements of a brand vision</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Determining your brand picture</td>
</tr>
<tr>
<td>Step 2</td>
<td>Determining your brand’s image</td>
</tr>
<tr>
<td>Step 3</td>
<td>Creating your brand’s contract</td>
</tr>
<tr>
<td>Step 4</td>
<td>Crafting a brand-based customer model</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Developing a Brand Asset Management strategy</td>
</tr>
<tr>
<td>Step 5</td>
<td>Positioning your brand for success</td>
</tr>
<tr>
<td>Step 6</td>
<td>Extending your brand</td>
</tr>
<tr>
<td>Step 7</td>
<td>Communicating your brand’s positioning</td>
</tr>
<tr>
<td>Step 8</td>
<td>Leveraging your brand to maximise channel influence</td>
</tr>
<tr>
<td>Step 9</td>
<td>Pricing your brand at a premium</td>
</tr>
<tr>
<td>Phase 4</td>
<td>Supporting a Brand Asset Management culture</td>
</tr>
<tr>
<td>Step 10</td>
<td>Measuring your return on brand investment</td>
</tr>
<tr>
<td>Step 11</td>
<td>Establishing a brand-based culture</td>
</tr>
</tbody>
</table>

This process is called Brand Asset Management (Davis, 2000). It develops the brand vision, determines the brand picture, develops a Brand Asset Management strategy and supports a Brand Asset Management culture. The first three phases are focused upon the brand in the external marketplace, whereas phase four involves the internal organisational processes of measuring the return on brand investment and establishing of a brand-based culture.

Davis and Dunn (2002) view the building of the brand-based culture as a critical consideration which is defined as:

...figuring out the most effective way to deliver brand across every interaction with customer and other stakeholders and through every employee in the company.

(Davis and Dunn, 2002, pp. 3 – 4)
Davis (2000) reinforces the viewpoint that staff are the most important element in building the brand asset approach and, as such, are a key determinant in generating profitable returns on the brand investment. This approach is a guide to reinforcing the importance of the brand within the organisational context.

Furthermore, Davis develops an approach with Dunn (2002) to build a brand driven business. The approach builds upon Davis’ (2000) earlier work to operationalise the brand.

Building the Brand-Driven Business was written to show companies how to go beyond jump-starting the branding-building process by figuring out the most effective way to deliver their brand across every interaction with customers and other stakeholders and through every employee within the company. We call this holistic brand concept operationalising the brand. It means that all employees will work in a cohesive and consistent way in support of the brand and its promise to guarantee that customers and other stakeholders are always satisfied and even delighted with the brand experience.

(Davis and Dunn, 2002, pp. 3 – 4)

Davis and Dunn (2002) propose that the development of brand skills integrated into the business and brand strategies will create a leading edge to capture customers and build profitability for the organisation. Therefore, they propose that the brand can be used to inform other strategic priorities for the organisation.

Davis and Dunn (2002) propose a structured brand assimilation framework to build the brand into the organisational culture. This framework appears to be close to the implementation of change processes and managing this process within the organisational setting (Table 2.2).
Table 2.2: A Structured Brand Assimilation Framework  
(Davis and Dunn, 2002, pp. 230 – 231)

<table>
<thead>
<tr>
<th>Strategic Development Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define the scope.</td>
</tr>
<tr>
<td>2. Define the company’s internal audience segmentation.</td>
</tr>
<tr>
<td>3. Develop an internal cultural identity</td>
</tr>
<tr>
<td>4. Develop a detailed eighteen-month assimilation road map</td>
</tr>
<tr>
<td>5. Create metrics for gauging success</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Foundation-Building Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop materials for workshops</td>
</tr>
<tr>
<td>2. Conduct workshops with key managers and change agents</td>
</tr>
<tr>
<td>3. Identify key vehicles for implementation.</td>
</tr>
<tr>
<td>4. Prioritise and schedule the implementation</td>
</tr>
<tr>
<td>5. Assess the need for comprehensive system overhauls</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct training and workshops with all employees</td>
</tr>
<tr>
<td>2. Use communications to educate, motivate, and internalise the brand.</td>
</tr>
<tr>
<td>3. Monitor and measure the effectiveness of the plan</td>
</tr>
<tr>
<td>4. Modify for adjustment and improvement.</td>
</tr>
</tbody>
</table>

de Chernatony (2001) advocates the facilitation of an integrated approach to a company-wide view of the brand to reduce differences between staff and departments.

Looking both inside an organisation to understand how culture, competencies and staff alignment mould a brand’s promise, and looking outside an organisation to assess how the brand’s promise has been delivered and received, a flowchart is constructed to progress the brand-building process from strategy through to tactics and implementation.

(de Chernatony, 2001, blurb)

This approach is summarised as a flow-chart in figure 2.5 as a process for building and sustaining brands.
Figure 2.5: The process of building and sustaining brands
(de Chernatony, 2001, p. 76)

De Chernatony (2001) advocates a pan-company approach through a sequential planning process to build the brand focus into the corporate activities.

Pringle and Gordon (2001) seek to explore a concept of brand manners and how to create a self-confident organisation that can 'live the brand'. Essentially, it is a cultural change model concerned with ‘how an organisation can ensure holistic delivery of the brand’ through team recruitment, program implications and a futures focus that incorporates the brand.

The requirement for effectively ‘living the brand’ means companies have to move beyond traditional, fear-based mode
of ‘command and control’ into a new management space, which we call the self-confident organisation, in order to over-deliver on consumer expectations by creating and enabling a happy, and participative employee environment. Many employees go to work with their tails down and return home every night with their tails down. Imagine what would happen if they had their tails up!

(Pringle and Gordon, 2001, p. 33)

This traditional branding approach focuses on the brand in the external environment, outside of the organisation, but does not indicate the importance of the brand within the organisational context as a focus for the management of change. These processes to integrate the brand into the corporate context, however, ensure that the brand is considered beyond the traditional approach that focuses on the brand in the marketplace.

The above review of how the brand can be changed to support the organisation begins to bridge the gap between the external and internal views of branding, but does not go far enough to review the potential of the brand as a vehicle for change management.

2.2.7 Branding as it relates to change management

Branding literature rarely mentions change management. Where they are discussed together, branding and change are considered from the viewpoint of adapting brand to suit changing technology, market conditions or consumer preferences (Kapferer, 1997). Occasionally there is mention of the need to create a new culture to support the brand (de Chernatony, 2001; Pringle and Gordon 2001).

Where branding researchers mention the need to create radical change to support a branding initiative, they tend to advocate changing the organisation to support a branding strategy. Gobé (2002), for example, suggests radical organisational change to support an Emotional Branding. Current conceptualisations of change tend to be about changing the brand
to enable a better connection with people, but not about the organisational impact of that change. Brand research has, to this point, neglected the process of change management itself, or how it could be achieved.

Aaker (1996), for example, submits that the process of branding in Japan can lead to corporate identity programs that lead to organisational change:

In Japan, corporate brand-building efforts often are aimed primarily toward current and prospective employees. An impact on customers is seen as almost a bonus, and certainly not as the only benefit...Simulating Strategic and Organisational Change. In Japan, firms often engage in corporate identity (CI) programs, the goal of which is to obtain a consensus among a broad cross-section of employees as to what the corporate identity should be.

(Aaker, 1996, p.113)
(Aaker’s emphasis through boldface type)

Despite flagging its potential for organisational change Aaker's approach does not explain how the brand might be used as the vehicle for change management. He, similarly, appears to neglect a consideration of the impact of the brand as a vehicle for change management or the steps or processes that would be involved in such an approach.

More recently, Davis and Dunn (2002) acknowledge that change agents can make a contribution to delivering the brand driven organisation:

(The) newer breed of company is embracing brand in new and exciting ways that start to set the tone for how others can get their foot in the door and start their own cultural revolution. The key is to determine the change agents within your company who will champion this cause and help make it a reality. If you do not do this, you are destined for brand mediocrity. With a brand-driven organisation, you can take control of your company’s brand based destiny.

(Davis and Dunn, 2002. p. 248)
Again, the approach falls short of discussion of an actual process for managing this change.

In discussing the need to implement changes within the organisation, de Chernatony (2001) indicates that it is necessary to appreciate organisational culture in terms of how it impacts upon the brand and the internal implementation of change:

> Internal implementation next needs to be addressed in order to consider how the organisation should be structured to deliver the promise inherent in the brand promise.

(de Chernatony, 2001, p. 78)

de Chernatony's (2001) focus is on supporting the brand and describing how the organisation delivers upon the brand promise, however, rather than on the process of change management implementation that will be necessary to achieve this promise.

The current literature does not appear to include an investigation of the potential for using brand as a vehicle for change management. To date, in fact, there appears to be a lack of recognition of the benefit of research into branding for the change implementation and management.

The next section reviews the literature from and describes current thinking on the nature of change and change management.
2.3 Overview of change management

Change and change management provide a difficult area to review cohesively because there is so much written on the subject from so many viewpoints. Change tends to occur continuously in the organisation’s environment and within the organisation, however, and this review investigates contemporary change management literature with a specific focus on techniques for managing change in the organisational context. The focus of this review is not on the nature of change itself, but on the response, the management of change, within the organisational context.

2.3.1 What is change?

Much of the literature about organisational change starts with an attempt to understand the environmental context of change and its key drivers (Martel, 1986; Nadler, 1998; Blair and Meadows, 1996; Clarke, 1994; Nohria, Dyer and Dalzell, 2002). Martel (1986) posits that the key drivers of change can be categorised as Social, Technological, Economic, Environmental and Political (STEEP).

The types of external changes that managers face include increased pressures from globalisation, glocalisation (global-plus-local - the need to consider both the global environment and make local decisions), multinational production efficiencies and reduced trade restrictions such as the reduction in tariffs as well as the increased pressure to be environmentally accountable for outputs. Managers, meanwhile, deal with market level changes involving changing market conditions, changing consumer preferences and increased competition (Jacobs, 1994).

These changes are occurring in the organisational environment and Williams et al (1993) propose that the rate of change in the environment is accelerating and intensifying.
Given the rate of continuous change in the marketplace surrounding the organisation, it is an imperative for managers and leaders of organisations to be able to manage the changes that are occurring, or must occur, within the organisation in response to this external change.

Understanding that internal change management processes are heavily dependent upon understanding the impact of the accelerating change within the marketplace, managers need to be flexible, adaptive and responsive (FAR-ness) (Rundle, 1997) to ensure timely and appropriate adaptation of the organisation to the changing external environment.

2.3.2 Types of change

Change, as it is reported across the literature, appears to be an extraordinarily complex and difficult organisational phenomenon to understand and define. According to Beckhard and Harris (1987), change can affect organisations at multi-levels, it can be multi-dimensional, and it can be multi-reactionary, encompassing all individuals in the organisation, as well as different teams, organisational layers, corporate culture, processes, directions, survival and growth of the organisation and strategic direction of the business. Change can be major or minor and it can occur at a macro or micro level.

Mintzberg, Ahlstrand and Lampel (1998) propose that change can be planned/programmatic, driven and guided or evolving or organic. Whereas Eccles (1994) proposes that change can be evolutionary or revolutionary. Change within an organisational context may also be strategic (Lewis, 1993, Johnson and Scholes, 1997).

Change in organisations is usually investigated as either: incremental, first order change or transformational second order change (Lewis, 1993).
Van de Ven and Poole (1995) provide a summary of the differences between incremental and transformational change:

1. incremental (first-order) change which channels an organisational entity in the direction of adapting its basic structure and maintaining its identity in a stable and predictable way as it changes, and

2. radical (second-order) change...creates novel forms that are discontinuous and unpredictable departures from the past (see review by Meyer, Brooks and Goes, 1990).

(Van de Ven and Poole, 1995, electronic version).

In the context of this thesis, incremental changes are seen as adjustments that do not necessarily affect the whole of the organisation, do not offer any threat to its current operational modes and do not, generally, impact on strategic direction. Transformational change appears to be more immediately relevant to this study because the process for using a brand to effect change emerges as a holistic process that is transformational for the organisation.

2.3.3 Change management

Lewin's (1951) three phase model is seminal in describing change management within the organisational context. Its main thrust is that change involves three processes: unfreezing, changing and refreezing.

Following on the path determined by Kurt Lewin (1951), Lewis (1993) argues that transformational change involves three phases that overlap:

1. the breakdown on the frame of reference, either because of crisis or as the result of a pro-actively managed process, which triggers the organisation out of programmatic behaviour;
2. transformation, during which a new frame of reference emerges that successfully deals with the crisis;
3. the infusion throughout the organisation of the new frame of reference, which then becomes the basis for new programmatic behaviour.

(Lewis, 1993, pp. 252 – 253)

Furthermore, Bourke and Bechervaise (2002) provide an overview of the fundamental requirements of transformational organisational change, which need to include:

- a radically different vision, strategy and culture;
- a process not dissimilar to Lewin’s (1951) three phase model of change;
- the wholehearted support and commitment of executive management; and
- broad-based organisational participation in all critical aspects of the process.

(Bourke and Bechervaise, 2002, electronic version)

This overview is useful in providing a frame of reference for the key components of transformational change.

Molden and Symes (1999) posit that Lewin’s approach is limited and suggest an alternate viewpoint:

We encourage you to think from a different perspective, since the principles of action and reaction, or of driving forces versus restraining forces, serve to reinforce the paradox which is itself limiting. In contrast to more established theories, our approach is not to break the paradox, but to accept, respect and understand it before joining others’ perceptions in a learning process.

(Molden and Symes, 1999)

Further, Molden and Symes (1999) challenge the entire Lewin (1951) concept stating:
Change is a continual process of alignment to a common purpose. It is not a step-change from this stage to a new state, requiring management intervention of unfreezing and refreezing. This is precisely what we need to be moving away from.

(Molden and Symes, 1999)

It is focus on the alignment to a common purpose that Molden and Symes (1999) believe will create successful change management. Lewin's approach is considered by some modern writers to be increasingly irrelevant (Scott-Morgan et al, 2001) and to lead to change fatigue, the model is considered to be a useful starting point for understanding change for the purposes of this study because the effective management of change is critical for organisational success. External environmental demand shifts place increasing pressure on organisational management to better manage internal change imperatives. There is clear agreement on the need for good change management skills to navigate through the internal demands and pressures and successfully managing internal change.

2.3.4 Change management techniques

Given the multi-dimensional nature of change as described in the previous section, it is not difficult to accept that, over time, a plethora of different change management techniques has developed. O'Toole (1996) proposes that a great deal of the change literature focuses on the types of change initiatives available, the “how to” of change management, and overcoming the resistance to change. As Robbins and Finley (1998) succinctly propose:
Organisations in the 1990s are picking up and trying on new initiatives, like a teenager in front of a mirror.

(Robbins and Finley, 1998, p. 12)

Taking many different forms and focuses, change management can employ change agents (de Caluwé and Vermaak, 2003), change champions (Nadler, 1998), change leaders (Katzenbach, 1995, Ackerman-Anderson and Anderson, 2001), change catalysts, change activists (McConnell, 2001) and sponsors of change. The change can be driven through leadership (Kotter, 1996, Hesselbein and Johnston, 2002), or by the CEO acting individually (Taylor, 1994, O’Toole, 1996, Nadler, 1998), Creative Destruction (Nolan and Croson, 1995) or Reinspiring the Corporation (Scott, 2000).

The change processes can have a focus on Realigning for Change (Molden and Symes, 1999), creating Mega Change (Joyce, 1999), Managing Transitions (Bridges, 1995) or even an End of Change to avoid change fatigue (Scott-Morgan et al, 2001).

An apparently limitless number of change initiatives are already now seen as having been ‘fads’ or passing fancies. These include reengineering, downsizing, rightsizing, de-layering, Total Quality Management (TQM), restructuring (Kochan and Ussem, 1992), cultural change, turnarounds, re-strategising, mergers and acquisitions, and cultural renewal. Some change initiatives claim to offer a more humanistic approach (Kotter, 1996 and Joyce, 1999) and include Management by Objectives, Matrix Management, Sensitivity Training and t-groups, as well as core competencies and empowerment (Joyce, 1999), learning organisations (Senge, 1992) and Economic Value Added (EVA).

Although further change management techniques might be added to include World’s Best Practice, Six Sigma, ISO9000 accreditation, or action
learning teams (Argyris, 1999), attempting to create a definitive list of change initiatives represents a comprehensive task which is beyond both the scope and intention of this study. As is the process of investigating the nature, type and processes involved in each of these change initiatives. Mintzberg, Ahlstrand and Lampel (1998) and Robbins and Finley (1995) each, however, provide useful summaries.

The Mintzberg et al (1998) Map of Change (see Figure 2.6) provides an overview of different change methods mapped against the axis of micro and macro change and whether the change is planned/programmatic, driven/guided or evolved/organic change. The map is taken from the perspective of strategic management.

Mintzberg et al (1998) appear to blend initiatives within the map that are not found elsewhere. For example, “political challenge” lists skunkworks, which is more likely to be found within the entrepreneurship literature and within the context of intrapreneuring than as a specific change process. Most importantly, the map provides a clear overview of the different types of change initiative, even if it is not in alignment with other, more traditional, change management specific theorists.
Figure 2.6: Map of Change Methods


Micro change               Macro change
    Planned Change (programmatic)  

    Quality Improvement (TQM etc)  Work Reprogramming (Time study, Systems dev., BPR)  Strategic Planning

    Job Enhancement (QWL, etc)  

    People “Empowerment” Team Building (incl. Competencies)  

    Evolved Change (organic)  

    Educational  

    Training  

    Micro change  

    Driven Change (guided)  

    Indoctrination  

    Rationalizing (costs) (downsizing, delayering, refinancing, outsourcing etc)  

    Restructuring (organisation) (reorganizing, privatizing etc)  

    Repositioning (strategies) (diversification, M&A, alliances etc)  

    Reframing (mindset) (visioning etc)  

    Revitalizing (culture) (cultural revolution etc)  

    Venturing (championing, NPD, etc)  

    Strategic Learning  

    Political Challenge (skunkworks, enclaving, coup d’etat, etc)
Creating a 'theme park' called ChangeLand to describe the multitude of change initiatives that exist, with eleven overlapping areas of change initiatives themes or “rides” whose boundaries are understood to be fuzzy or indistinct, Robbins and Finley (1995) provide a summary of change methods, including:

2. Measurement: related to results, ISO9000 certification, management by numbers to improve performance, benchmarking, statistical control, Management by Objectives, Balridge Award.
3. Reform: reshape and resize the organisation including acquisitions, mergers, take-overs leading to restructuring, shrinkage, demassification, flattening, delaying, downsizing and the Workout program by Jack Welch in GE.
4. Integration: reengineering, speeding up by improving cycle times, value disciplines such as product leadership, operational excellence and customer intimacy.
5. Improvement: quality circles and TQM.
6. Direction: leadership, mission and vision
7. Character: increasing the amount of decent business behaviour, creating a second bottom line after profits.
8. Relationships: theory X, Y and Z, One Minute Manager, Management by wandering around, customer satisfaction, adventure learning and internal customers.
9. Culture: boundaryless corporation, teams, virtual corporation, partnering, supplier empowerment, outsourcing, core competencies.
11. Otherness: thinking and learning, xenophilia (opposite of xenophobia) love of all things foreign, because they are foreign.

(Robbins and Finley, 1995, pp. 138 - 211)

Robbins and Finley (1995) propose that one change initiative follows another and that there are overlaps between them. The framework may be limited by the number of change techniques that it covers. However, it introduces analytical opportunities that are not traditional in a review of change techniques, such as “otherness”.

The Robbins and Finley (1995) character section introduces a second bottom line, whereas most theories now encompass the “triple bottom line”. Nevertheless, the theme park discussion does not attempt to
oversimplify a complex and difficult area. Instead, it confirms the view that it is difficult to create boundaries between differing change initiatives.

Intentional change implementation is deliberately driven by the leadership team of the organisation, unlike reactionary change leading to incremental response which offers focused and planned change that evolves over time in response to changing market conditions.

### 2.3.5 Change management implementation

Change management literature tends to focus on successful implementation and implementation techniques (Eccles, 1994) which, Jacobs (1994) submits, can involve top-down, bottom-up, representative cross-section and pilot strategies.

Writers on change management implementation often give examples of successful change management (Kotter and Cohen, 2002) to provide guidance for successful change management. Some respond to the individual’s need to manage change and offer insights into how to personally deal with change (Ackerman-Anderson and Anderson, 2001), but these are beyond the focus for this study. Alternative viewpoints present motivational, self-help approaches to change as the management of transitions (Bridges, 1995), involving people in creating a positive approach to change.

de Caluwé and Vermaak (2003) offer a guide for organisational change agents which gives a clear and concise overview of the field of change management and the current thinking about the area.

Viljoen (1994) presents a strategic change management process involving a trigger event, becoming informed, developing the change plan, implementing, monitoring and controlling the change (see Figure 2.7). Viljoen’s step by step approach is a simple way of understanding that
change is a process that can be managed. He argues that senior management are able to understand and manage change within the organisational context.

**Figure 2.7: A model of strategic change**


<table>
<thead>
<tr>
<th>The trigger</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Changed vision</td>
</tr>
<tr>
<td>• Changed environment</td>
</tr>
<tr>
<td>• New priorities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Becoming Informed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Information gathering</td>
</tr>
<tr>
<td>• Information assessment/interpretation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Develop a change plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The change framework</td>
</tr>
<tr>
<td>• Transformational versus incremental options</td>
</tr>
<tr>
<td>• Building on organisational strengths</td>
</tr>
<tr>
<td>• Start today</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implement change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Evolution not revolution</td>
</tr>
<tr>
<td>• Working in stages</td>
</tr>
<tr>
<td>• Utilising change agents</td>
</tr>
<tr>
<td>• Building partnerships</td>
</tr>
<tr>
<td>• Managing the hard and soft variables</td>
</tr>
<tr>
<td>• Experimentation</td>
</tr>
<tr>
<td>• Applying leadership skills</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring and Controlling Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Celebrating success</td>
</tr>
<tr>
<td>• Rewards and punishment</td>
</tr>
<tr>
<td>• Maintaining momentum</td>
</tr>
</tbody>
</table>
In an apparently sophisticated extension of Viljoen, Kotter (1996) proposes an eight stage process for creating major change (see Figure 2.8). The eight stages are required to: establish a sense of urgency, create a guiding coalition, communicate the change vision, empower broad based action, generate short term wins, consolidate growth, produce more change and, anchor new approaches in the culture.

**Figure 2.8: Eight-Stage Process of Creating Major Change**

1. Establish a Sense of Urgency
   - Examining the market and competitive realities
   - Identifying and discussing crises, potential crises, or major opportunities

2. Creating the Guiding Coalition
   - Putting together a group with enough power to lead the change
   - Getting the group to work together like a team

3. Developing a Vision and Strategy
   - Creating a vision to help direct the change effort
   - Developing strategies for achieving that vision

4. Communicating the Change Vision
   - Using every vehicle possible to constantly communicate the new vision and strategies
   - Having the guiding coalition role model the behaviour expected of employees

5. Empowering Broad-Based Action
   - Getting rid of obstacles
   - Changing systems or structures that undermine the change vision
   - Encouraging risk taking and non traditional ideas, activities, and actions

6. Generating Short-Term Wins
   - Planning for visible improvements in performance, or 'wins'
   - Creating those wins
   - Visibly recognizing and rewarding people who made the wins possible

7. Consolidating Gains and Producing More Change
   - Using increased credibility to change all systems, structures and policies that don’t fit together and don’t fit the transformation vision
   - Hiring, promoting, and developing people who can implement the change vision
   - Reinvigorating the process with new projects, themes, and change agents

8. Anchoring New Approaches in the Culture
   - Creating better performance through customer- and productivity-orientated behavior, more and better leadership, and more effective management
   - Articulating the connections between new behaviors and organisational success
   - Developing means to ensure leadership development and succession
Literature Review

From a market-driven perspective, Clarke (1994) proposes a six step approach for leading change (see Figure 2.9) advocating first researching the external and internal markets for change, and then anticipating resistance, developing a shared vision, mobilising commitment, preparing a change plan and reinforcing the change.

Figure 2.9: A process for leading change

1. **Research external and internal market for change**
   - Tune into the external environment.
   - Build an internal market for change.
   - Test perceptions through internal attitude surveys and external customer satisfaction audits and feedback to key players.
   - Create channels for articulating dissent and diagnosing problems.

2. **Anticipate resistance**
   - Key players collect data on likely resistance levels in their areas.
   - Use techniques like force-field analysis and commitment charting to assess the risks of change and organisational readiness.
   - ‘Scope’ the change. How big is it and what is the likely impact on people and customers?
   - Should you still go ahead?

3. **Develop shared vision**
   - Communicate corporate vision with passion.
   - Explicitly link this change with the vision.
   - Encourage teams to do some ‘what if-ing’ and hypothesizing in order to get comfortable with the future.

4. **Mobilise commitment**
   - Spread change beyond the key players to create critical mass.
   - Appoint change agents, project teams etc.
   - Hold functional and cross-functional workshops and meetings.
   - Carry out communication and counselling to individuals and groups.

5. **Prepare a change plan**
   - Build an incremental plan phased over time.
   - Break the change into manageable bits.
   - Establish formal communication channels.

6. **Reinforce the change**
   - ‘Follow-up’ surveys to monitor and adjust plans.
   - Institutionalise by adapting procedures/systems to ‘fit’.
   - Identify and reward heroes.
   - Persist and persevere!
The Viljoen (1994), Clarke, (1994) and Kotter (1996) models each appear to advocate starting with a trigger to create a sense of urgency throughout the organisation (Lewin's unfreezing), the creation of a management base for the change, communication efforts, actionable steps (Lewin's 'changing') and processes for on-going monitoring of continual change efforts. While the models don't specify 'refreezing', reward systems and secure performance targets may effectively achieve Lewin's stated end.

Tan (1997) posits a seven stage (see Figure 2.10) process for change management that involves anticipating change, identifying the change, selling the change, mobilising resources for change, breaking down comfort zones, reinforcing change success and continuous learning and change. Introduction of a continuous learning element has the potential for excluding Lewin's 'refreezing' step to generate a more dynamic evolutionary change management framework.

**Figure 2.10: The Managing Change Framework (Tan, 1997, p. 33)**
Acknowledging the potential for continuous change management, Tan’s (1997) framework has been selected as a potentially comprehensive base for the analysis of change management data in this case study (see Section 3.6). The Tan (1997) framework is representative of the need to manage change implementation against an evolving bottom-line definition and the more volatile elements within it of the three other models reviewed (Viljoen, 1994, Kotter, 1996 and Clarke, 1994).

2.4 A gap between branding and change management

This literature review has described the findings of research journeys down two different paths of action that currently do not meet. The first path of action relates to brands, branding and branding strategies and involves marketing departments in maximising value from their existing brands to generate organisational growth against an external, competitive environment. The second path of action involves the skill of senior managers invoking ordered change management strategies to guide and lead change within the organisation.

While these two paths appear to be directed towards the common goal of effective organisational response to change, they have been shown to be only tentatively related. In consequence, it is argued, this literature review has exposed a gap in the published research findings which leaves open a suggestion that branding has no meaningful relationship with or potential impact on to the effective management of organisational change. This appears to be an omission that neglects the underlying power of the brand as it could be used internally by an organisation as a vehicle for change management.
This apparent gap in the established priorities of academic and organisational research suggests the potential value to management practitioners of developing a set of principles for applying the corporate brand as a tool for change management. It further suggests that the approach represents a new field for research where the relationship between corporate branding and organisational change management can be further explored.

The application of brand as a vehicle for transformational change management is identified as offering a potential set of developed principles for management practitioners. The new dimension proposed for this study is the intentional application of brand as a vehicle for change management.

2.4.1 The research questions

This study seeks to establish the potential for brand to be applied within an organisation as the guiding principle in re-orientating the strategic direction of the firm. The study offers an integrative focus between how brand affects change and how change can be constructed and then managed in an organisational context.

The absence in the research literature of a link between branding and change management has led to the formulation of two research questions:

1. What are the branding and change management processes used by organisational managers?

2. What is the framework for using brand as a vehicle for change management?
2.5 Conclusion to chapter two

Chapter two has reviewed research literature and commentary relevant to this study in the areas of branding and change management. This review has exposed a gap between the two areas of literature which has led to the formulation of the research questions.

This chapter has identified the potential for a bridge between the areas of branding and change management as the specific focus for the study. These two areas provide a context in which to understand the use of brand as a vehicle for a transformational process and to establish broad outlines for a case study exploration of brand as a focus for organisational change.

The study is not intended to provide a comparison of brand management and change management techniques. Instead, it seeks a synthesis between the two areas. Nevertheless, this review has identified the linking of branding and change management as fertile ground for further investigation and review by both branding and change management theorists, researchers, writers, practitioners and managers (see 6.8).

The methodology for answering the research questions identified in this chapter (see 2.4.1) is presented in the following chapter.
Chapter Three - Research Methodology

3.1 Introduction

The previous chapter established the relevance of this study within the context of branding and change management research. This chapter outlines the methodology developed to answer the two research questions emerging from chapter two:

1. What are the branding and change management processes used by organisational managers?
2. What is the framework for using brand as a vehicle for change management?

The research design and analytical tools are described in this methodology chapter. A review of ethical research considerations and the role of the researcher within the research process are also discussed. The chapter explains the choice of the qualitative research method, the selection of a single case study approach informed through two sample organisations and the data collection methods, including organisational and interview sample selection, interview considerations and three modified approaches to the content analysis process. The chapter concludes with a discussion of the development of the incorporated change management framework that arose from application of this research methodology.

3.2 Research aims

This research study was designed to explore the process of how to use brand as a vehicle for change management. It examines traditional approaches to branding and change management within the
organisational context and aims to develop a framework for managing change using brand focus. This focus for the investigation led to the development of the research questions established in chapter two and re-stated in section 3.1. The following specific aims were developed for this study:

1. To establish whether two previously unrelated areas of organisational literature, namely branding and organisational change management could, in fact, be related;

2. To investigate the use of brand as a vehicle for organisational change management, to establish one possible linkage and to identify a bridge between the two previously unrelated areas of branding and change management literature;

3. To review two organisations with substantially different business plans and histories where the brand has been used as a vehicle for change management to provide a practical framework as a contribution jointly to the theoretical areas of branding and change management; and

4. To present the findings and conclusions of the research to enable further research and change management implementation to be founded upon this emerging bridge between branding and change management.

3.3 Research overview

It is acknowledged that an overall perspective of the process of research is an attempt to catch reality in flight (Pettigrew, 1992, p. 11). This study was designed to catch a reality that might determine how organisational change might be managed using brand as a focus for the management process. This approach is adopted even though current branding and change management literature appear to have neglected the potential of the approach.
In order to collect data to construct a response to the research questions as proposed in 3.1, and in the light of the ethical considerations that will be outlined in 3.4.4, a qualitative approach was adopted for the study (see 3.4.1) and a case study method (see 3.4.2) was selected to review branding and change management practices within two sample organisations. This approach utilised participant observer practice, access to relevant corporate documentation and the conduct of in-depth interviews as foundations for data collection (see 3.5).

This research used semi-structured, open-ended, individual, in-depth interviews with fully informed, purposefully selected managers to seek answers to the research questions (see 3.5.1). These interviews, combined with the participant observation records and access to company documentation, led to content analyses being conducted on the interview transcripts from three different perspectives (see 3.6).

The first perspective involved a traditional branding approach (Aaker, 1996) and the second perspective involved a traditional change management approach (Tan, 1997). The third perspective was provided following the development of a modified change management approach incorporating brand as a vehicle for change management. The construct validity of the modified model was established through consultation with a focus group of seven change agents acting as key informants to the study (see 3.7.2). Figure 3.1 provides an overview of the research study design.
Research Methodology

Figure 3.1: Diagrammatical overview of the research study

Selection of qualitative case study methodology

Example One ‘Breathtakers’
2 preparatory interviews
15 interviews
participant observation
document review

Example Two ‘Heatglow’
7 interviews
participant observation
document review

(i) Content analysis
Traditional branding perspective
(Aaker, 1996)
(Section 4.3 – 4.6)

(ii) Content analysis
Traditional change management perspective
(Tan, 1997)
(Section 4.7)

(iii) Content analysis
Change management framework incorporating brand as a vehicle for change management
(Section 5.3)

Validation of incorporated framework and emerging findings established by feedback from focus group of 7 change agents

Example One
‘Breathtakers’
2 preparatory interviews
15 interviews
participant observation
document review

Example Two
‘Heatglow’
7 interviews
participant observation
document review

Selection of qualitative case study methodology

(i) Content analysis
Traditional branding perspective
(Aaker, 1996)
(Section 4.3 – 4.6)

(ii) Content analysis
Traditional change management perspective
(Tan, 1997)
(Section 4.7)

(iii) Content analysis
Change management framework incorporating brand as a vehicle for change management
(Section 5.3)

Validation of incorporated framework and emerging findings established by feedback from focus group of 7 change agents

Chapter Three
3.4 Research design

The aim of the research design was to develop a research framework for conducting the inquiry that appears best suited to answer the research questions while addressing the ethical and practical difficulties inherent in conducting the study. The research design ensures that the proposed method addresses the research questions and that there is a connection between the research questions, data collection, data analysis, the findings and the conclusions of the study.

The data collected needs to be specifically targeted to answering the research questions (restated in section 3.1). This study is about research into branding, change management and how a brand might be used as the vehicle for change management.

3.4.1 Quantitative versus qualitative approach

According to Creswell (2003), the best research design includes a mix of research and a combination of data sources to answer the research question. The first research question to be answered in construction of the research design is whether the study is based on a quantitative or qualitative research paradigm.

Quantitative research is defined by Schwandt (2001) as:
Research Methodology

[research that is] expressible in terms of quantity (i.e., a definite amount or number)...the term, however, is often used as a synonym for any design (eg experimental, survey) or procedure (eg statistical) that relies principally on the use of quantitative data.

(Schwandt, 2001, p. 215)

Qualitative research, on the other hand, does not necessarily demand or require statistical procedures or other means of quantification (Strauss and Corbin, 1998). Schwandt (2001) identifies qualitative research in the following terms:

Many scholars use the phrase *qualitative inquiry* as a blanket description for all forms of social inquiry that rely primarily on qualitative data (i.e., data in the form of words, including *ethnography, case study research, naturalistic inquiry, ethnomethodology, life-history methodology and narrative inquiry*). (Schwandt's emphasis)

(Schwandt, 2001, p. 213)

Bogdan and Biklen (1998), somewhat more specifically, describe qualitative method as:

...an umbrella term to refer to several research strategies that share certain characteristics. The data collected have been termed, soft, that is, rich in description of people, places and conversations, and not easily handled by statistical procedures. Research questions are not framed by operationalising variables; rather, they are formulated to investigate topics in all their complexity, in context.

(Bogdan and Biklen, 1998, p. 2)
The overall nature of this study suggests that it should be undertaken as a qualitative inquiry because its exploratory nature is not well suited to a quantitative approach. Conducting a survey of how many different organisations have used a brand as a vehicle for change management seems unlikely to lead to an understanding of how this is achieved or to suggest the framework that an organisation might have used to implement their change management strategy.

In this case, the preferred method is not a quantitative methodological process, because the research is concerned with process (Yin, 2003a). As a result, a qualitative method has been deemed to be more suitable. Because the organisations chosen to form the sample are known to the author through practical involvement in consulting work, the number of available cases is not practically suited to a quantitative, statistically based, survey method.

More importantly, qualitative research allows the researcher to deal with complexity and the contextualisation of the research (Langley, 1999) and it is highly unlikely that a survey type approach, even though the researcher is known to the key informants, would result in full disclosure of processes and change implementation difficulties. A full and frank discussion is more likely when rapport is established based on confidentiality and trust. This is more likely to lead to full and frank disclosure of information regarding the implementation of a change management strategy involving a brand as the vehicle for this process (Seidman, 1991).

As the management of change within an organisational setting is usually quite politically charged, using a written survey, even with confidentiality assured, is likely to elicit a sanitised, politically acceptable response (De Lamater, 1982). To maintain the validity of the research method, therefore, it was deemed appropriate to rule out quantitative approaches.
In this study of change management implementation, the qualitative method is more suitable to answering the proposed research questions seeking to construct a framework for the process of change management. This decision to focus on a qualitative research paradigm led to the next step in the research design, selection of most suitable qualitative research techniques.

### 3.4.2 Case study method

A case study approach was chosen as the major research instrument for the study. The method of using a case study approach is affirmed as a positive tool in a management environment (Chetty, 1996). It enables the exploration of phenomena in order to define and differentiate them (Dane, 1990). Using a case study method enables the researcher to take into account the environmental trends and the context in which the company operates (Dawson, 1997).

A case study is about what is going on in a real-life situation and can use multiple sources of evidence to investigate what is happening (Chetty, 1996). In this study, the phenomenon is the use of brand as a vehicle for change management. It is a real-life situation, and the design has a number of different sources contributing to the formation of the single case study. Yin (2003a) indicates that:

1. A case study is an empirical inquiry that
   (a) investigates a contemporary phenomenon within its real-life context, especially when
   (b) the boundaries between phenomenon and context are not clearly evident.
2. The case study inquiry

- copes with the technically distinctive situation in which there will be many more variables than data points, and as one result
- relies on multiple sources of evidence, with data needing to converge in a triangulating fashion, and as another result
- benefits from the prior development of theoretical propositions to guide data collection and analysis.

(Yin, 2003a, pp. 13 - 14)

The process of using brand as a vehicle for change management involves understanding the context in which the change occurs, investigating complex decisions and implementation requirements and how they can be linked to the knowledge of the brand. All this occurs in highly competitive and information sensitive environments. As a result, a case study approach appears to provide the best fit for answering the research questions in this study.

A case study can either be exploratory, explanatory or descriptive (Yin, 2003b). An **Exploratory** case study looks at a broad phenomenon in an attempt to determine if the phenomenon exists (Bouma, 1993, Dane, 1990). **Explanatory** case studies investigate cause and effect relationships and consider alternate explanations for phenomenon. A **Descriptive** case gives a complete description of the case within its context (Yin, 2003b). The case study approach chosen for this thesis is exploratory because it seeks to establish the existence of a framework for change management incorporating a focus on brand.

A case can be simple or complex (Stake, 1998). It is possible to conduct research into single cases or multiple cases, in single and multiple settings, and to conduct cross-case analysis (Eisenhardt, 1989). Multiple cases allow for replication of the study and logic, the ability to perceive
patterns more easily and to eliminate chance associations (Eisenhardt 1989). Langley (1999) observes that a single case can be seen as lacking in replicability and comparison.

The case study approach within this study is a single case study with two examples. To overcome the limitations of the single case study approach, the study establishes a focus on two separate case examples to create a valid, robust analysis. These case examples have been researched in parallel (Yin, 2003b), which should lead to the uncovering of common themes, patterns and propositions (Pettigrew 1995). The selection of the sample organisations is described in Section 3.4.6.

Overcoming research difficulties in this study included mitigation of the impact of time, cost, locality and bias (Creswell, 1994). These impacted in the choice of a personal interview approach over the use of multiple focus groups or employee surveys. The case study interviewees were selected to give an Australia-wide perspective. Similarly, the selection of a case study method over a longitudinal method resulted from time limitations mitigating against the potential selection of a longitudinal study imposed by the University regulations applying to doctoral candidature. As a consequence, the study examines change processes that implemented across the three year period from 1999 until 2002.

3.4.3 Unit of Analysis

The unit of analysis was a critical consideration in planning the conduct of this research as a case study. McClintock, Brannon and Maynard-Moody (1979) provide that:
The key to defining units of analysis is theoretical guidance and phenomenological integrity for those informants who are providing observations. Although units of analysis are typically defined as individuals, groups or organisations, they could be almost any activity, process, feature, or dimension of organisation behaviour.

(McClintock, Brannon and Maynard-Moody, 1979, pp. 613 - 614)

The unit of analysis selected for this study is the process of using brand as the vehicle for the management of change. Using the process under investigation has enabled the two sample organisations to provide examples that contextualise, describe and refine elements within the process.

3.4.4 Ethical considerations

Because the study depended on the provision of data which, in its raw form could be seen as personally sensitive and potentially commercial-in-confidence, it was necessary to consider the ethical basis for the study and how the research was to be conducted. The study was not about embryo research or gene splicing, but there was still a need to consider the ethical basis for agreement to the conduct of interviews.

Some of the ethical issues raised explored and resolved by the submission to the University Ethics Committee dealt with:

- Disclosure of information, including limits on use and disclosure of personal information including anonymity, maintaining privacy and confidentiality;
- Gaining informed consent;
- Development of a research protocol;
- Manner of collecting personal information;
Research Methodology

- Notification of researchers, topic of research, research questions and research aims;
- Ethical procedures for gaining consent to interview both from the organisation and the interviewee;
- Ability of interviewees to withdraw from the research study
- Storage and security of personal information, including the security of the data collected, access to personal information; and
- Authorship and publication.

The process proposed for the conduct of this study in an ethical manner was approved by the University Ethics Committee.

3.4.5 Role of the researcher

It is an important consideration that the selection of the research methodology relates to the chosen research questions. The researcher must first of all design an appropriate research methodology to meet this requirement.

The researcher is a key part of the research methodology from a subjective, formulative, informed and directive point of view (Berg, 1998). The researcher looks for the issues and themes amongst the data collected and subjectively builds a case for the exploration and analysis of this data. The researcher completes this process with interpretation, findings and conclusions which can be subject to bias, inaccuracies and conflicts of interest (Creswell, 2003).
3.4.5.1 Researcher bias

The literature review does help to frame the study, but it also influences the researcher in terms of the types of ideas that she is exposed to. The researcher tends to seek out answers that are hinted at and only unveiled or revealed through the research process, but these discoveries are affected by the degree to which the researcher is attracted to new concepts, ideas or new and different thinking. If the researcher has a particular bias, then that bias can affect the research (Berg, 1998).

That which is determined relevant by the researcher, through her personal frame of reference, will increase a preference for data which is considered meaningful. Some important data or insight might be overlooked, even discarded, by the researcher in this process. It is therefore important to have an understanding of the researcher’s background (Section 1.2) and any influencing frames of reference that may impact on the study.

The selection of the research focus and research questions arose, as previously described (see Section 2.4.1), from the researcher’s involvement with the social brand marketing campaign and her extensive involvement in consulting assignments which engaged brand as a change management vehicle. The researcher’s practical experience in these two areas directly impacts in the determination that there is a gap in the literature between branding and change management, as identified (Section 1.7) and explored within Chapter 2. This previous experience has resulted in the study focusing upon developing a framework for how to use brand as a vehicle for change management.

The researcher's considerable experience in change management initiatives dating back to the early 1990's, have similarly shaped the study.
Their impact, similarly, could be a negative if objectivity has been lost (Hussey and Hussey, 1997) where the researcher became directly involved as a participant observer in the sample organisations and personally knew each of the interviewees within a work context prior to the conduct of the interviews (McCracken, 1998).

Involvement, however, can also be considered an advantage (Burgess, 1984). In this case, the ability to gain access to the sample organisations, arrange the interviews, negotiate agreement to allow the conduct of interviews, access to the data, all of which enabled investigation of the study topic from an experiential point of view, were as a consequence of this involvement.

Being known to the individuals interviewed resulted in access to commercially sensitive information. Furthermore, data gathered through the practical experience of being involved in the change process as a consultant has been viewed positively in this instance. An outsider (Becker, 1998) would have been highly unlikely to gain access to sensitive data and commercial business directions as these organisations succeed or fail on the basis of this commercially sensitive information. This would become especially problematic if such data were to become known to a competitor who might act aggressively within the marketplace in response to the information. It is not insider trading, but it could become termed insider researching.
3.4.5.2 Privileged researcher status

It is openly acknowledged that the researcher had a privileged status (Punch, 1986) and access to the data, information and knowledge under conditions that would probably not otherwise have been forthcoming. The position taken by the researcher within this research study, therefore, is clearly subjective (Berg, 1998), rather than objective, but with a strong analytical base that supports the reflective nature of the change framework developed herein.

3.4.6 Organisation sample selection

The selection of the two sample organisations was based on the need to learn as much as possible from the selected organisations within the time frame of the study (Stake, 1995). The sample organisations selected are both cases in which the researcher, as previously noted, had direct and on-going access as a consultant. The selection of sample organisations was based upon the principles of flexibility and selectivity as identified by Yin (2003a) and limited to two sample organisations from ten possible sample sites.

Several of the initially identified sample organisations were ruled to be unsuitable because the identified change process was more than three years old. In other organisations, key informants had left the company, the company had been sold or the researcher did not have direct involvement in the process. The ten initially identified sample organisation sites are presented in Table 3.1 (with altered identities to protect confidentiality).
## Table 3.1: Potential sample organisation sites

<table>
<thead>
<tr>
<th>Name (altered to protect confidentiality)</th>
<th>Type</th>
<th>Reason for inclusion or exclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Manor 5 star hotel, tourism industry</td>
<td>Occurred over 3 years ago</td>
<td></td>
</tr>
<tr>
<td>Primo Cars Automotive industry</td>
<td>Did not involve actual implementation involvement by the researcher</td>
<td></td>
</tr>
<tr>
<td>Brilliant Hi Fi's Distributor of home entertainment systems</td>
<td>Company had been sold – Access lost</td>
<td></td>
</tr>
<tr>
<td>Top Fashion Clothing and homewares manufacturer and retailers</td>
<td>Key informants have since left the company</td>
<td></td>
</tr>
<tr>
<td>Cheap Groceries Supermarket chain, retail industry</td>
<td>Company had been sold - Access lost</td>
<td></td>
</tr>
<tr>
<td>Family Savings Discount Department Store, retail industry</td>
<td>Occurred over 3 years ago</td>
<td></td>
</tr>
<tr>
<td>Telecommunications Plus Telecommunications industry</td>
<td>Key informants have since left the company</td>
<td></td>
</tr>
<tr>
<td>CCC Professional consulting Consulting company</td>
<td>Did not involve actual implementation involvement by the researcher</td>
<td></td>
</tr>
<tr>
<td>Breathtakers Social marketing brand and organisation</td>
<td>Current: key informants available and researcher involved in the implementation</td>
<td></td>
</tr>
<tr>
<td>Heatglow Gas appliance industry</td>
<td>Current: key informants available and researcher involved in the implementation</td>
<td></td>
</tr>
</tbody>
</table>
3.4.6.1 Description of sample organisation one - *Breathtakers*

The first sample organisation in this study is a firm involved in recreation and event management. Within this study it has been called *Breathtakers*. The study reviews the period from January 2000 to December 2002.

*Breathtakers* operates nationally in Australia. The company is a wholly Australian owned company. The company has a well known Australian brand that, in 2001, maintained over 86 percent brand awareness across the Nation and 93% awareness in its home State of Victoria.

*Breathtakers* provides three areas of services to the public in the field of recreation activities and event management. There are over 150 staff located around Australia. Numerous substitute activities are available within the marketplace, but many suppliers do not have the brand strength of this company. With a turnover exceeding $5 million, it is an entrepreneurial network that is constantly seeking new ideas and initiatives to deliver to the market.

The centralised operating company for *Breathtakers* had collapsed in 1998, three years before this present study was initiated. The corporate collapse had the potential to destroy the brand as well as the operating company. The corporate structure had to be rebuilt and the organisation changed to replace the collapsed parent company. Prior to the collapse a new company was formed with the express purpose of securing the intellectual property associated with the brand, including over forty trademarks, both domestically and internationally.
3.4.6.2 Description of sample organisation two - *Heatglow*

The second sample organisation in this study is a firm involved in manufacturing and sales. Within this study, it has been called *Heatglow*. The study reviews the period from January 2000 to June 2003.

The company is a fully Japanese owned subsidiary that operates across Australia with over 120 staff. Manufacture of product occurs in Japan, South-East Asia and New Zealand. The organisation imports products and distributes them through each of the major cities in Australia. The brand has four percent awareness in the marketplace.

The company has three gas product lines: heaters, continuous hot water & barbeques (BBQ’s). Initially there were no major competitors in the area of continuous gas hot water systems, but now there are replica products within the marketplace. Substitute products have become plentiful in the market for heaters and BBQ’s, whereas Heatglow formerly held premium positioning with superior products within the marketplace. The company distributes through retail and trade/commercial channels where its major customers are retail chain outlets and trade and commercial operators.

Heatglow is considered to be a successful company, having grown from a turnover of $14 million when the current CEO came into office over ten years ago, to a turnover exceeding $100 million in 2002. This growth has generated the expectation of more growth to come and there is pressure on the organisation, generated both internally and by the Japanese parent company, to match the growth of the preceding ten years. The growth target is a turnover of $150 million by 2005 growing to $200 million by 2010.

*Heatglow* has performed well by Australian industry standards, outperforming its regional and international counterparts, and returning
substantial profits to the parent company in comparison with other subsidiaries.

3.5 Data collection methods

In the process of designing this study, a qualitative approach was selected to best respond to the research questions. The approach decided upon involved, as previously identified (see Section 3.4.2), a single case study undertaken with two sample organisations. This section outlines the data collection methods developed within the frame of reference of the study.

Yin (2003a) provides a useful list of six sources of evidence for case studies: “…documentation, archival records, interviews, direct observations, participant-observation, and physical artefacts.”

(Yin, 2003a, p. 85)

The three data collection methods used in this study were: participant observation, document review and interviews. These methods were supported by a seven member focus group of change agents (Section 3.7.2) responding as key informants to achieve construct validation of the emerging findings (section 3.7.1) and the proposed framework developed from analysis of these findings. The methods were used to conjointly explore the case study and to enable the triangulation of the data collection process (Berg, 1998) to increase the validity of the research process (section 3.7.1) designed for use in this study.

Participant observation involves both being involved in the process that is being observed, and actively engaging in the observation of the phenomena under study (Yin, 2003a). Participant observation enabled both the background context of change to be understood and the
processes from the point of view of a participant to be recorded and analysed (Yin, 2003a).

This method was deemed appropriate for the study, as the researcher had participant observation opportunities readily available within the two sample organisations. This ensured that there was a rich textured environment (Jorgensen, 1989) that could be studied.

Participant observation notes and company documentation were reviewed to discover the underlying process of change that occurred within the organisation. Relevant board meeting minutes were reviewed, company positioning documentation and also participant observation notes from a work diary were included in this review.

Within the first case example, named Breathtakers (see Section 3.4.6.1), the researcher was a participant observer during senior team meetings, executive strategy meetings and brand development meetings. Within the second case example, named Heatglow (see Section 3.4.6.2), participant observation occurred during the process of consulting to the organisation and assisting in the recruitment of new senior managers to fill internal vacancies created during the change process.

If the researcher had not been a consultant with participant observer access, it would have been extremely difficult to gain access to the cases undertaken over an extended period of time. Similarly, as previously discussed (see Section 3.4.5), access to commercially sensitive information would have been denied unless the researcher was considered to be an independent, but trusted associate.
Documentation analysis (Kellehear, 1993) was used in each of the sample organisations to gain a supplementary understanding of the process applied by managers using brand as a vehicle for change management. This played a secondary role to the direct participant observation data collected and, more particularly, the in-depth interviews conducted in each sample organisation.

### 3.5.1 Interview protocols

Interviews provide depth, subtlety and personal feelings from people involved with the case study (Pettigrew, 1995) and are generally seen as a rich source of data dealing with, "...the cognitions and emotions of the individuals as they interpret and react to events."


Three types of interviews were identified as potentially applicable to this study: structured, non-standardised and semi-structured (Ackroyd and Hughes, 1992). The interview-type chosen for this case was semi-structured.

Advantages of personal in-depth interviews include the ability to relate to and establish rapport with the informant, clarify understanding, seek further information, probe responses, answer queries and concerns (Kidder, 1986), open new dimensions, uncover new clues, record personal experiences and cross check statements made (Dawson, 1997).

The semi-structured interview allows the researcher to control the context of the interview and sequence the questions. It is important to take into account the ability to gain access to the interviewee. Despite these advantages, Dawson (1997) observes that studies that primarily use semi-
structured interviews can be short on a sense of process, compared with participant observer methods.

Further disadvantages of the interview technique include a potential for the respondent’s interview to be rosier than reality. Ackroyd and Hughes (1992) point out that a respondent can lie, put things in a good light and avoid offending others. A respondent can portray pictures of the world as they want it to be, rather than how it is. Their perception of reality can be different from how things really are, and the responses given may be suited to the way they feel others might interpret their situation (Dawson, 1997).

This shortcoming has been mitigated through, the selection of two sample organisations to explore the case study, three perspectives through which the data is analysed, the use of frameworks identified through the literature review for branding and change management and conducting a sufficient number of interviews to ensure that a robust perspective of the unit of analysis is formulated. In addition, a strong emphasis on probing during the interviews was used to enable in-depth discussion of topics to reduce the effects of rosy interpretations of the situation.

Denzin (1989) observes that the time consuming aspect of the interview process includes: gaining access, arranging meetings, conducting the interviews (some up to 2 hours), transcribing or taking notes and then analysing the interview transcripts. Denzin (1989) also points out that it can be difficult to penetrate and understand a group’s language, that people do not always tell interviewers what they want to know and groups create their own rules and symbols.

As McKenzie (2003) has observed, access to a community of practice involves gaining the trust of the community. The privileged status of the
researcher as participant observer which has been previously discussed (see Section 3.4.5.2), however, ensured that the researcher had already overcome these obstacles to gain access to the research sites.

The semi-structured interview protocol adopted for this study (Hussey and Hussey, 1997) enables the researcher to engage in interviews with some pre-determined questions and the ability to adapt to the direction of the interview and ask questions that are relevant and pertinent to the respondent.

Structured interviews were seen to be too closed a process that would limit the information discussed during the interview, as no new questions could be included. An unstructured interview process was also eliminated as there was a need to be able to compare across interviews. Hence, some consistency was needed in the process and some questions needed to be similar across all interviews to provide the framework for the study.

The interviews were ‘focused’ (Bouchard, 1976) looking at topics that had been selected through the process of literature review and the need to gather answers in relation to the integration of branding and change management.

The interviewees selected were key informants (Jankowicz, 1995) with specialised knowledge from across a diagonal slice of the organisation and regarded as the best sources of information about the topic of inquiry. Interviewing people not directly involved in the sample organisations would be a pointless exercise as those individuals would have very little deep knowledge of the topic under investigation (Miles and Huberman, 1984).
3.5.2 Interview sample

3.5.2.1 Selection and size

The respondents to this study were each selected for their deep knowledge and direct experience in the development of brand or their experience with the management of major organisational change. Permission to interview within each of the sample organisations was gained at senior levels prior to commencement of interviews. Participants were chosen whom it was expected would provide the most comprehensive picture of either the response to branding or change management within the organisation.

Interview sample selection involved an initial determination of whether the potential respondent was sufficiently involved in the branding or organisational change management process to be deemed to have ‘informed’ status. The interviewees were selected on the basis of seniority as these individuals were more likely to be involved in strategic decision making for the firm. In each of the sample organisations, the interviewees were current employees.

Two preparatory and fifteen intensive interviews were undertaken at *Breathtakers*. This represented the complete list of ‘informed’ status individuals – those who had knowledge of the branding and/or change management processes within the organisation. Seven sample interviews were conducted in the *Heatglow* organisation. At this point, it was deemed that the conduct of further interviews was not leading to any further major contribution to the findings of the study (Strauss and Corbin, 1998) and the twenty-four interviews across both sample organisations were deemed to be a sufficient sample size for the conduct of the study.
3.5.2.2 Informed consent

To ensure informed consent and the maintenance of privacy and anonymity a formal letter was written to the two sample organisations to obtain high level support for the study and access to identified key informants. The letter (see Appendix 1) outlined the research study process and nominated the research supervisor as the point of contact should there be any concerns or queries raised during the research process. Clearance was obtained from the organisations at Chief Executive Officer level prior to the commencement of the interview stage. An authorisation letter was received from both organisations.

Once organisational clearance was obtained, the purposeful selection of interviewees was reviewed (see Section 3.5.2.1) and possible candidates for interview were approached for inclusion in the interview process. The potential interviewee was presented with a letter outlining the research process (Appendix 2). Once an interviewee had agreed to be interviewed, a time for interview was scheduled. Upon commencement of the interview, a consent form was signed (Appendix 3).

Each interviewee was asked if there were any objections to the audio-tape recording of the interview (interview protocol Appendix 2). No interviewee objected. Initial privacy and confidentiality agreements were maintained at all times. Each participant had the right to withdraw at any time from the research process and was assured that if there was a withdrawal, all material relating to that interviewee would be destroyed. No interviewee withdrew from this research study.

Throughout the study, no individuals or organisations were identified by name, to protect their identity. Nor was any commercial in confidence
information revealed. All interview tapes are coded and are being kept securely, according to agreed university protocols, until they can be destroyed. Only the author and academic supervisor are able to access the tapes or transcripts.

Interviewees had the opportunity to edit their transcripts prior to the completion of the analysis. Review and feedback were encouraged (Miles and Huberman, 1984), particularly upon reflection after the interview was completed. In addition, the interviewees were invited to review the framework developed and the thesis document to enable the removal of any data or information that they felt might potentially create personal or organisational ethical problems.

3.5.3 Interview process

Before the preparatory interviews were conducted, a draft interview protocol was developed with an initial set of questions to investigate their suitability within the interview process. Two preparatory interviews were then conducted with long-term employees from one of the proposed sample organisations, Breathtakers. This process enabled adaptations to be made to the set of interview questions.

Developing a set of indicative interview questions enabled a consistency across the areas covered in the interview and allowed topics discussed to be maintained between interviews. Where response to the initial question suggested a potential for more extensive response, the interviewee was subjected to further probes during the course of the interview. This enabled the respondent to give greater detail and a considered response in the areas that they had the deepest knowledge (Kellehear, 1993).
These questions were designed to establish the individual and organisational response to branding, change management and the process of using a brand as a vehicle for change management.

All interviewees were able to make further comments and to contribute to the process of review following the conduct of their interview. The participants were invited to validate the content of their interviews following the transcription and to give feedback where they felt this might be useful. Table 3.2 shows the identity allocation for each interviewee within the organisation identified as Breathtakers. Table 3.3 shows the identity allocation for each interviewee within Heatglow. *Noms de plume* were allocated to protect the privacy and confidentiality of the individual.

The scheduling of interviews involved contacting the identified respondents by emails and telephone calls which led to agreement to participate in the interview. A time was scheduled to conduct the interview. Prior to the conduct of the interview, written permission was given to proceed with the interview (see Appendix 4). Following permission from the respondent, the interview was audio taped. No one denied permission for the taping of the interviews. When the interview commenced, the participant was given an explanation of the research project and a letter stating the purpose, aims and objectives of the research project (see Appendix 3). Each interview recording was later transcribed.
This interview process enabled a substantial volume of rich data to be gathered that was targeted towards answering the research questions.

The semi-structured interviews covered areas including:

1. What has your role been in managing organisational change? (current and/or other organisations)
2. What has your role been in managing the development of brands? (current and/or other organisations)
3. What would be regarded as the major changes in the operations of the company in the last few years? Also, why have you selected these as the major changes?
4. What has your involvement been in the introduction of support for or variance of those changes? Can you provide any examples?
5. Now looking at the last year or so, what has the impact of branding been upon the identity of the company or the operations of the company in relation to these changes? What role has the brand played in these changes (if any)?
6. Have any organisational changes been required to refocus the marketing and the management of the company? If yes, what were the significant factors leading to those changes?
7. How will outcomes of these changes be measured and monitored to ensure they are on-going and sustainable? What do you see as your role in the introduction of these changes?
8. How would this contribute to the CEO's view of these issues and concerns over this period?
Table 3.2: Organisational sample one – interview identity allocation

<table>
<thead>
<tr>
<th>Number</th>
<th>Allocated Identity</th>
<th>Brief position description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Steven</td>
<td>Senior Executive, long term employee</td>
</tr>
<tr>
<td>2</td>
<td>Michelle</td>
<td>Senior Executive, long term employee</td>
</tr>
<tr>
<td>3</td>
<td>Fiona</td>
<td>Senior Executive, long term employee</td>
</tr>
<tr>
<td>4</td>
<td>Darlene</td>
<td>Board member</td>
</tr>
<tr>
<td>5</td>
<td>William</td>
<td>Board member</td>
</tr>
<tr>
<td>6</td>
<td>Andrew</td>
<td>Senior Executive, recent employee</td>
</tr>
<tr>
<td>7</td>
<td>Tania</td>
<td>Marketing Executive, recent employee</td>
</tr>
<tr>
<td>8</td>
<td>Mario</td>
<td>Marketing Executive, long term associate</td>
</tr>
<tr>
<td>9</td>
<td>Charles</td>
<td>Recent employee</td>
</tr>
<tr>
<td>10</td>
<td>Angela</td>
<td>Executive, long term employee</td>
</tr>
<tr>
<td>11</td>
<td>Brad</td>
<td>International representative</td>
</tr>
<tr>
<td>12</td>
<td>Stella</td>
<td>State based representative, recent employee</td>
</tr>
<tr>
<td>13</td>
<td>Stuart</td>
<td>State based representative, long term employee</td>
</tr>
<tr>
<td>14</td>
<td>Gary</td>
<td>Senior Executive, recent employee</td>
</tr>
<tr>
<td>15</td>
<td>Mel</td>
<td>Legal counsel</td>
</tr>
<tr>
<td>16</td>
<td>Christine</td>
<td>State based representative, long term employee</td>
</tr>
<tr>
<td>17</td>
<td>Peter</td>
<td>Board member</td>
</tr>
</tbody>
</table>

Table 3.3: Organisation sample two – interview identity allocation

<table>
<thead>
<tr>
<th>Number</th>
<th>Allocated Identity</th>
<th>Brief position description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Linda</td>
<td>Human Resource Director, long term employee</td>
</tr>
<tr>
<td>2</td>
<td>Carl</td>
<td>Chief Operating Officer, long term employee</td>
</tr>
<tr>
<td>3</td>
<td>Carmen</td>
<td>Senior Marketing Executive, recent employee</td>
</tr>
<tr>
<td>4</td>
<td>Bruce</td>
<td>Chief Executive Officer, long term employee</td>
</tr>
<tr>
<td>5</td>
<td>Hiro</td>
<td>Japanese Director, recent employee</td>
</tr>
<tr>
<td>6</td>
<td>Calvin</td>
<td>Consultant</td>
</tr>
<tr>
<td>7</td>
<td>Dean</td>
<td>Senior Executive, Long Term Employee</td>
</tr>
</tbody>
</table>
Research Methodology

Following completion of the case study interviews, a modified content analysis was conducted on the transcripts (Section 3.6). The first stage of the content analysis was conducted from the traditional branding perspective (Section 2.2). The second stage of the content analysis was conducted from a change management perspective (Section 2.3). The findings from these analyses are presented in chapter four.

3.6 Content analysis

After the collection of interview, participant observation and documentation review data from the sample organisations, analysis was undertaken using a thematic content analysis (Aronson 1994, Kvale 1996) from a traditional branding perspective. As Putnam (1983) has observed, thematic analysis is an interpretive technique commonly applied to the analysis of semi-structured interviews and focus groups data, to draw out prominent themes through a constant comparative and reflexive review of the data in direct relation with the research question. This same content analytical approach was then repeated from a change management perspective.

Despite the two content analyses, a substantial amount of remaining data (over forty percent) remained unclassified. In an effort to maximise the utilisation of the data collected, a third and final content analysis process was used to analyse the data from the perspective of using a brand as a vehicle for change management. An initial addition of Aaker's (1996) brand identity system to Tan's (1997) change management framework was made to incorporate brand focus.

As previously discussed (Section 2.2), the Aaker (1996) Brand Identity System model (see Figure 3.3) and Tan's (1997) change management framework (see Figure 3.4) were selected to enable the facilitation of the generation of meaningful information to emerge from the content analysis.
Figure 3.3: Aaker’s Brand Identity Planning Model (1996)
Source: Building Strong Brands, David A. Aaker (1996)
Figure 3.4: Tan’s Managing Change Framework (1997, p. 33)

Step 1: Anticipating Change

Step 2: Identifying the Change

Step 3: Selling the Change

Step 4: Mobilising Resources for Change

Step 5: Breaking Down Comfort Zones

Step 6: Reinforcing Change Success

Step 7: Continuous Learning and Change
3.7 **Modified framework development**

The initial modification of Tan’s (1997) framework to include a focus on brand (see Table 3.4) was developed to assist with the classification of previously un-coded interview data by expanding the initially identified themes (Aronson, 1994).

**Table 3.4: Modified Tan (1997) framework to incorporate use of a brand as a vehicle for change management**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tan (1997) Framework</th>
<th>Modified Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anticipating change</td>
<td>Include brand in the anticipation of change</td>
</tr>
<tr>
<td>2</td>
<td>Identifying the change</td>
<td>Include brand in identifying the change</td>
</tr>
<tr>
<td>3</td>
<td>Sell the change</td>
<td>Include brand in selling the change</td>
</tr>
<tr>
<td>4</td>
<td>Mobilising resources for change</td>
<td>Include brand in mobilising resources for change</td>
</tr>
<tr>
<td>5</td>
<td>Breaking down comfort zones</td>
<td>Include brand in breaking down comfort zones</td>
</tr>
<tr>
<td>6</td>
<td>Reinforcing change success</td>
<td>Include brand in reinforcing change success</td>
</tr>
<tr>
<td>7</td>
<td>Continuous learning and change</td>
<td>Include brand in continuous learning and change</td>
</tr>
</tbody>
</table>

The method of thematic content analysis was the same for each of the three perspectives, branding, change management and using a brand as a vehicle for change management. An example of this analytical procedure is presented in Appendix Five, from the perspective of using brand as a vehicle for change management. Appendix Six provides a summary of the extracted statements from the content analysis and Appendix Seven a sample of a coded interview transcript.

The modified framework described previously, and exemplified in Table 3.4 enabled a substantial volume of the data remaining from the first two series of content analyses to be integrated into the study.
Research Methodology

3.7.1 Construct validity

Construct validity is summarised in Robson's (1993) observation that:

“If you have made a serious attempt to get rid of subject and observer bias and have demonstrated the reliability of whatever you have decided on, you will be making a pretty good job of measuring something. The issue then becomes, does it measure what you think it measures?”

(Robson, 1993, p. 68)

High levels of construct validity were sought, in this study, through inviting regular feedback from interviewees, through focused follow-up interviews where data was seen to be incomplete, and through multiple observations as a participant observer. In reflection (Schon, 1995), follow-up discussions with the panel of seven experienced change agents who reviewed the incorporated framework and emerging findings, confirmed the level of construct validity.

3.7.2 External validity

External validity relates to the generalisability or transferability of the study (Slavin, 1992). The design of this study, drawing upon two sites and sampling unrelated industries, supports the need for external validity in terms of the transferability of the study to other organisations. More importantly, however, this study is not an attempt to create generalised principles, but to propose a framework for describing the principles which appear to be underpinning approaches to change management.
### 3.7.2.1 Change agent focus group

Once the incorporated framework and emerging findings had been developed, a further purposeful sampling procedure was used where the opinions of seven change agents were gathered to test the construct and external validity of the construct developed and to confirm the emerging findings as providing a possible linkage between branding and change management.

The transferability of the study's incorporated change management framework to other organisations was considered by a focus group of seven professional change agents. The sample selection was made upon the basis of known application of a change management process where brand had been used as a focus for change management. This increased the likelihood of an underlying framework being used and developed during the change process.

The change agent panel of seven individuals was selected to substantiate the external, internal and construct validity of the modified framework and emerging findings. Following the principles for focus group selection presented by Stewart and Shamdasani (1990), even deeply informed individuals were deemed sufficient to provide effective feedback into the validation process.

The process of review by the seven external change agents allowed the further triangulation of the incorporated framework and emerging findings and to suggest some external validity. This process involved discussions and review of the model with the seven key informants.
Table 3.5 outlines the change agents who gave feedback on the seven-stage framework and provides a brief description of their experience. The backgrounds and experience of these change consultants added a valuable contribution to the review and development of the proposed framework based upon their collective considered opinion.

<table>
<thead>
<tr>
<th>Change Agent</th>
<th>Description of background</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Greg</td>
<td>Change agent, over 30 years experience</td>
</tr>
<tr>
<td>2 Melinda</td>
<td>Change agent, over 20 years experience</td>
</tr>
<tr>
<td>3 James</td>
<td>Change agent, over 30 years experience</td>
</tr>
<tr>
<td>4 Dena</td>
<td>Change agent, over 20 years experience</td>
</tr>
<tr>
<td>5 Gavin</td>
<td>Change agent, over 30 years experience</td>
</tr>
<tr>
<td>6 Chuck</td>
<td>Change agent, over 10 years experience</td>
</tr>
<tr>
<td>7 Liam</td>
<td>Change agent, over 30 years experience</td>
</tr>
</tbody>
</table>

### 3.7.2.2 Triangulation

Triangulation through interviews with the expert change agent panel following their reading of the preliminary analyses and tentative conclusions enabled the removal of any overt errors or omissions from the incorporated change management framework. This analysis and feedback, then, enabled the generation of a more substantiated framework for using brand as a vehicle for change management and looked at the applicability to the work environment and its transferability to other situations (see 6.7).
3.8 Conclusion to chapter three

This chapter has presented the research design established for the study. It has then described the selection of data collection methods and analytical instruments applied to enable an effective response to the research questions:

1. What are the branding and change management processes used by organisational managers?
2. What is the framework for using brand as a vehicle for change management?

Ethical considerations involved in undertaking the research process and the role of the researcher within the research process have been identified and issues of validity and reliability have been addressed.

This chapter has described a qualitative research case study based upon two sample organisations where data collection was achieved through participation observation, interviews (preparatory, main and expert) and documentation analysis in order to generate findings in relation to branding within an organisational setting, change management processes within an organisational setting and an increased understanding of how brand may be harnessed as a vehicle for change management.

The research design resulted in the selection of two separate organisations in which the researcher was personally involved and engaged as a consultant and therefore able to gather data as a participant observer. This enabled access to both appropriate corporation documentation and access to key employees who agreed to participate in individual in-depth interviews (Section 3.5.3: Interview process).
Twenty-four semi-structured interviews were audio-taped with the permission on the interviewees and transcribed. These were subjected to a thematic content analysis (Aronson, 1994) from three perspectives: branding (Aaker, 1996), change management (Tan, 1996) and, a brand incorporated change management framework.

Thematic content analysis of the data gathered from the interview process within the two sample organisations enabled the findings to be presented in the next chapter (chapter four) from established branding and change management perspectives.

Following content analysis of the field study interviews and development of a common understanding of the application of brand as a vehicle for change management, a range of unclassified data, identified in this chapter and described in more detail in chapter four is then analysed in chapter five by application of a brand incorporated change management framework.
Chapter Four:  
Research Findings (1)  
Branding Focus and Change Management Focus

4.1 Introduction

This chapter addresses the research question:

What are the branding and change management processes used by organisational managers?

To answer this question the chapter begins with a review of the two sample organisations exemplifying the case study from a traditional branding perspective (Aaker, 1996, Section 4.2 – 4.6). The chapter then goes onto describe the change management process (Tan, 1997, Section 4.7) used by organisational management within the two sample organisations.

The chapter concludes by highlighting the substantial volume of additional data remaining from the two examples after this process and indicates the need to review them from the point of view of brand as a vehicle for change management.

4.2 The approach

In order to answer the first research question identified in chapter two, and repeated above, a modified content analysis was applied to analyse the data obtained from the interviews (Section 3.6). This section presents the findings from the traditional brand management perspective as identified by Aaker (1996). This section presents these findings as they relate to the study.

In brand terms, the brand examples selected for the case study are quite different market propositions. Breathtakers has established its substantial reputation and continuing market presence through social marketing
campaigns. Heatglow, a commercial product provider in an increasingly competitive domestic market has relatively limited brand awareness.

It became apparent that both of the examples selected for this case study carried a heavy focus on the brand within their organisations. Senior management of both organisations had spent a substantial amount of time on the issue of developing brand management strategies for their organisations.

4.3 Strategic brand analysis: customers, competitors and self-analysis

The first section of the Aaker (1996) Brand Identity Planning Model relates to strategic brand analysis. It involves generating an understanding of customers, competitors and the organisational brand.

4.3.1 Breathtakers strategic brand analysis

Data derived from corporate documentation, participant observation and interviews conducted indicates that the Breathtakers brand was started by the Victorian government in 1975 and funded as a national fitness campaign until it was privatised in 1982. The brand was then operated by a corporatised entity created solely for the purpose of managing the brand. The corporation operated until it was liquidated in 1998. This led to a period of destabilisation as the brand was transferred to a new corporation and a new brand management structure instigated to manage it. The brand currently has eighty-six percent awareness Australia-wide (Morgan Research, 2001).

The corporate documentation regarding customers indicates that the target market for the brand has a very broad base across the Australian public. There is a strong family focus for the brand, with this being the main target market. The corporation seeks active engagement of eighty percent of the Australia population in increased physical activity.
The competitor analysis for Breathtakers indicates that there is a government campaign, which shall be called, Sporting Life. Sporting Life actively campaigns a similar message to the Breathtakers brand positioning, but relates mainly to sporting clubs and organisations through direct government spending, rather than with a consistent message to the Australia public.

There are also various competitors throughout the value chain for Breathtakers. There are competitors at the level of share of mind for healthy activities and competing uses of time for increase physical activity levels. At the level of provision of events and services at the community level, there are competing event managers, but none with the national coverage, brand recognition and full representation of Breathtakers.

Breathtakers is a very well known Australian brand with over 28 years of operation in Australia. Originally developed as a slogan and a series of cartoon images, Breathtakers is a colourful brand designed to inspire individuals and families to participate in recreational activities and to increase physical participation activities. The details of the brand identity system for Breathtakers is covered in Section 4.4.1.

4.3.2 Heatglow strategic brand analysis

Though the Heatglow organisation has operated in Australia since 1971, the Japanese parent company has been active since the 1920's. The company imports and distributes three lines of gas products: heaters, hot water services and barbeques. As a brand, it is older than Breathtakers, but with only four per cent brand awareness (Morgan Research, 2002). Heatglow does not have the brand presence or marketplace prominence of the Breathtakers brand.

Corporate documentation from Heatglow indicates that its main customers are either trade or retail customers. Trade customers include plumbers and major construction companies while retail customers are the retail chain owners that sell directly to the public. The target market of customers who subsequently purchase from the Heatglow retail customers have a strong family base with
achievement orientated values, with some products targeted towards individuals and families who want a better deal or are young professionals.

Competitor analysis indicates that within each product range, there are powerful competitors for the products that Heatglow sells. Barbeques are a seasonal product with competitors at various price points for gas, electric and even home-made backyard wood barbeques. Heaters have competitive alternatives in the forms of wood fires, electric heating, ducted heating, reverse cycle split systems, slab heating and emerging solar heating. There are major competitors who also sell gas heating appliances in direct competition with Heatglow.

Within the hot water segment, Heatglow sells instantaneous hot water systems that shall be called ‘Green Light’, which are competitive with tank electric hot water systems. Again, there are a number of major competitors. Heatglow’s biggest competitor, which shall be called Heat Radiance, has heavily invested in market exposure and awareness for their brand - aiming for over 50 per cent brand awareness. In addition to this, Heat Radiance have brought out a competitively priced, 'me-too' instantaneous gas hot water system, which shall be called ‘Green Shade’ to generate a head-on attack on the competitive positioning of Heatglow.

Interviews indicate that Heatglow may have undermined its own competitive position because brand management efforts traditionally only focused on product branding within one of the three product categories – instantaneous hot water.

When launched on to market, it was heavily promoted by its product name and not referenced to the Heatglow brand. Over the years, consumers have related to this dynamic product, to the product name rather than a quality product from Brand – “Heatglow”.

…from a marketing perspective, the company has introduced one significant new and dynamic product on the market place over the past 8 years and it is proving successful…Our competitor in this market has continued to focus on their brand
Findings - Branding Focus and Change Management Focus

presence. This was highlighted if you ask anyone when it comes to brand recall, our competitor brand is always prominent in consumers' minds. Albeit our competitors do not share the same market share in this category, Heatglow recognised the need to refocus on our number one asset, our brand name.

Linda

The reduced performance of Heatglow appears to be due, in part at least, to its historical focus on the product brand. The attack by Heat Radiance with Green Shade appears to have almost succeeded in the obliteration of Heatglow's previous virtual monopoly and by creating confusion within the market as to whose product brand belongs to which company.

You never go out to Joe's plumbing and say to your darling, "Let's go and have a look at a hot water service this weekend". You would for a barbecue, you would for a boat...and you would for a car, but a hot water service? So it's never top of the mind, is it? I think I've heard my Green Light's gone, I'm going to need to replace it, hot water service – Green Light, Green Shade, doesn't matter, the products look similar, depends on the deal at the time, depends on the persuasion of the plumber or the serviceman or the guy behind the desk. If he's getting a kick back or whatever, that's the product he'll flog. There's no loyalty there.

Bruce

Details of the analysis of the Heatglow corporate level brand identity system are discussed in greater detail in Section 4.4.2.

4.4 Brand Identity System

The second section of the Aaker (1996) Brand Identity Planning Model relates to the Brand Identity System. It involves generating an understanding of the brand’s identity through identifying the brand as a product, as an organisation, as a person and as a symbol. Of particular interest to the study is the focus on the brand personality and brand heritage.
4.4.1 Breathtakers Brand Identity System

Breathtakers offers intellectual property brand licensing services for use of the Breathtakers brand. The brand is available Australia-wide to be used as an endorsement tool for physical activities and events. Representatives distribute products and coordinate events and programs around Australia. These include fun-runs, community events (public attendance can be over 20,000 people), publications, corporate level activity programs, games for children’s parties, camps, equipment hire, work-for-the dole programs and sport-for-all activity centres.

As an organisation, Breathtakers has local representation, but operates on an international basis. The organisation has a strong system of organisational values and will not use the brand with any events or sponsors involving alcohol, tobacco or drugs. The organisation is run as a network of associated companies that licence the intellectual property of the brand.

The Breathtakers brand, with its specific brand-associated logo, and a cartoon character well known to the Australian public, represents an easily articulated value proposition for organisation employees.

I do associate it with a logo and the brand…I think it means involvement and opportunity and participation…Positive, encouraging, getting the message out. Trying things, having a go…joining in.

Fiona

The values exemplified in the brand image are equally clearly associated with:

Respect, trusting, reliable, professional.

Angela
Breathtakers personnel associate the brand personality with:

A nice person…fun-loving, caring, adventurous, exciting person and a good friend

Steven

I’d describe them as a happy-go-lucky person which has a depth, a personality and a great philosophy, being people orientated and also ethical…a person that really generally wants to enjoy life…One that continually explores how their life at the various stages of their life. I think (this person) would look at what was suitable at their age. So I would see them as fairly flexible but also seeking new opportunities…I’d find them a very sensible sort of person…generally people having a good time…a person could be very deep and effective as well. I think it would be a fairly complex personality, I don’t just see fun-loving, shallow, I think they’re quite deep.

Michelle

Breathtakers respondents see the brand as being a long-term proposition and identify the brand heritage as a particular brand benefit.

I think of the famous brands, Coca Cola, American Express, Hewlett Packard, Holden, Toyota, all of the world famous brands, which have become pretty much globalised. I think that Breathtakers achieved that sort of branding or notoriety in Australia over a reasonably long period of time.

Brad

Within the documentation reviewed by the researcher and through the interviews, it is obvious that the brand’s heritage is considered to be one of its key success factors by those who currently work with the brand.

The Silver Jubilee is a milestone of brilliant organisational relationships…there are few brands that have incredibly long life cycles. In today’s world, things move on and off the shelf very quickly. The professionals will tell you that the best brands are long-term things, long term propositions.

Andrew
Findings - Branding Focus and Change Management Focus

This positive association with the brand longevity is reinforced across the organisation.

Now we've made it to 25 years...Nobody lasts for 25 years if they're bad or they're not solid, so yeah, I think it reinforces the brand, tells people how long we've been around.

Michelle

It's the difference between Beatrix Potter and Holly Hobby. You can choose to be Beatrix Potter and have a life of a hundred years or Holly Hobby and have a life of two seasons.

Mel

This supports published polling showing Breathtakers as a brand with an extremely high recognition factor.

I mean nobody's ever called up and said “Who are you?”

Fiona

4.4.2 Heatglow Brand Identity System

Participant observation and interview records indicate that the senior management of Heatglow have made a conscious decision to focus on their corporate brand. Previously they had focused on the product brand within the hot water market to the detriment of overall brand awareness. The focus on their product brand in the hot water market did nothing to build either their corporate brand or their other product categories of heaters and BBQ's.

I think that two years ago most of people in this company didn't think about branding, however since last year gradually the people have started to be aware of the importance of branding and thinking about branding. This is very big step from zero and the beginning of our branding message, to not provide products only.

Hiro
Even with the increased internal focus by Heatglow management on the importance of the brand for the organisation, this has not translated into consumer awareness about the brand, its origins or heritage.

...you ask any consumer out there of Heatglow, they don't even know it’s a Japanese brand. I mean why do people know that LG is Korean, why do people know that Samsung is Japanese, Sony is Japanese, Toyota is Japanese, but Heatglow they think is an Australian company, why is that?...Is it that, it might be, or is it because they have promoted the brand heavily and people associate them with the Japanese technology or the Toyota or Honda or whatever, they just know, but most people don't know.

Bruce

In the face of failing recognition, Heatglow management have shifted from a focus on the product brand to a focus on the corporate brand. This is seen to have a number of benefits for the corporation, including the removal of limitations that restrict the delivery of value to the customer within the context of the product brand.

A Green Light? You don’t get guaranteed service perhaps. People won’t necessarily associate a Green Light with the credibility of the company. With a Heatglow they would. If we can promote the Heatglow service, if we can promote the Heatglow warranty, if we can promote the Heatglow delivery, the Heatglow installation as distinct from the Green Light. The Green Light isolates us to one product, the Heatglow brand gives us a range of products we can promote, doesn’t it?

Bruce

Over-emphasis on the product brand ‘Green Light’ has been acknowledged by the senior management team of Heatglow and there has been a shift to focus on building the Heatglow brand, rather than the product specific ‘Green Light’ brand.

Years ago you might get one or two companies that go over to China, but then the products would come from China and always problems with quality and then warranty and servicing and it all became too hard. China today is becoming like
Japan was 30 years ago when it used to be rubbish. A different story now. Mind you there's still lots of rubbish coming out of China and there's still lots of issues there with regard to warranty and service. That's where the Heatglow brand is really important. We've got to make sure that the products that we get out of there doesn't kill our brand.

Bruce

And,

Brand identity has become a focus of Heatglow from the way that we promote the message that we send to the market...that the Heatglow brand is not Green Light.

Carl

4.5 Brand Identity Implementation System

The third and final section of the Aaker (1996) Brand Identity Planning Model relates to the Brand Identity Implementation System. It involves generating an understanding of the brand’s positioning, execution of strategies and tracking the implementation.

4.5.1 Breathtakers Brand Identity Implementation System

Breathtakers constantly targets and actively communicates to the market to gain awareness of the brand and an increase in associated activity levels of the Australia public.

So we try to find as many ways as possible of getting...in front of people. Because we know that one little ad in the paper is not going to do it. You've got to go to magazines...So when people ring us up and they say “What have you got for us?” we send them as much as we can ...I think every media story we get, which is enormous, we reinforce the brand...Every time we send out a brochure or a letter or communicate on the phone, answer the phone, whatever you do, you're reinforcing the brand in my mind.

Michelle
The Breathtakers brand position is constantly implemented with alternative propositions generated that are actively communicated to the market.

I think if we were going to make a huge difference now we actually have to really kick the market in a huge way and saturate it, but we need to do it with new messages…to make people realise Breathtakers is out there properly, rather than just a wake up call … We have to keep coming up with something fresh and something new with their commercials, that generation after generation is able to identify with and to go with.

Christine

…we’ve got to come up with a different angle. Very similar to the model we’ve got but it’s got to be something different…they’ve got to look for something new each time.

William

Further, continued brand awareness must be based on the breadth of the marketing thrust. For many, getting the message into a number of channels is critical.

We try to find as many ways as possible of getting in front of people.

Darlene

Corporate records, participant observation and interviews strongly support the view that Breathtakers represents itself in the market through a number of different channels, including:

- TV advertisements
- Radio stations
- Website
- Email communication
- Billboards
- Activities
- Promotions
- Direct mail
- Print advertisements, newspapers and magazines
- Stories in advertisement journals
Findings - Branding Focus and Change Management Focus

- Stories in magazines and newspapers
- Flyers
- Interviews
- 1800 and 1300 telephone numbers
- Promotional materials – e.g. hats, balloons, t-shirts, stickers, pens, calendars, clothing
- Press releases

In addition to the media focus, Breathtakers initially focused on developing a brand management strategy through which it received careful consideration over the years. However, negative brand associations arose from collapsed brand extensions. Its own corporate collapse further tarnished and tainted the brand. As a result, respondents to this study suggest that there is a long road towards recovery of the inherent perceived brand integrity and to rebuilding corporate trust and belief in the brand.

Undoubtedly the Board brought in a never ending series of dedicated public and private enterprise expertise to legitimate the never ending series of brand representations, new ideas, product promotions, and costly failures that kept the icons, symbols and brand presence alive.

Peter

Despite the brand itself still having considerable public recognition, the organisation's failure, and that association with the brand, may have led to irreparable damage. This is yet to be fully determined, as the current restructure of management is still being played out.

We’ve come to see ourselves as joint custodians with others of that brand, and we have a big investment in it…I guess I’m looking forward now to a period where that brand can help us through into a bigger, brighter future; rather than a survival period, a kind of flourishing period.

Steven

The critical issue for the collapsed parent company was that there were seen to be too many brand extensions that diluted the value of the brand. Part of the process of re-establishing the brand management focus of the
organization was to gain control of the brand image and to put in place a professional brand management team.

The decisions that the board made…I think affected the brand and I think there was a lot of confusion because different people that took over the brand management had different visions of what the brand meant and what should be done with the brand, basically how it could be utilised.

Michelle

New licences for brand usage were issued applying tougher rules of brand engagement, reporting and accountability. Management generally saw this as a positive step that gave direction to the change process.

What’s happened with the new brand management is that there is now a central core.

Mel

The central core was both a good board and a professionalised brand management team that developed a set of principles for using the brand to guide the organisational change process. The system was established under a central umbrella that fundamentally changed the previous operating system.

It meant fighting on behalf of the brand to ensure that intellectual property was legally and effectively protected from individuals and corporations.

Peter

Understanding that good brand management skills are also required in relation to brand extensions and that the effect of bad brand management skills must be countered or contained, have been acknowledged.

It’s how its managed. It could destroy it…if its done incorrectly it could destroy the brand, so it’s always catch 22.

Michelle
Findings - Branding Focus and Change Management Focus

The issue of establishing and professionalising the brand team is considered to be a key component in the brand management process that is emerging as Breathtakers attempts to re-establish itself as a viable business proposition.

…it requires a professional group of people to put their creative minds into what's already been done, and to freshen up the Breathtakers brand.

Mel

Informants generally agree that the position of the brand had deteriorated in comparison to its peak awareness levels of ninety-four percent. It was part of the task for the new management team to recapture the brand and rebuild it within the marketplace.

I’ve used the word 'recapturing the brand' before, and I think that's very much what has happened. Things that have been dissipated by the various difficulties that excessive franchising have brought about, meant that things actually dissipated. I won't say the goodwill had been prejudiced or anything like that, but it just seems to have been dissipated. It has become meaningless because so many different products and movements and places had Breathtakers on them, somewhere.

Mel

For Breathtakers’ respondents, the brand was seen as a critical and important part of operations, a significant contributing factor to the successful operations of the business. For Breathtakers this sentiment was summarised very succinctly by Steven.

The brand makes all the difference.

Steven

4.5.2 Heatglow’s Brand Identity Implementation System

The branding process at Heatglow has involved a shift to consciously trying to implement brand management, including Aaker's (1996) brand identity system, as a singular approach to branding within the organisation.
Findings - Branding Focus and Change Management Focus

(The) introduction of the brand identity system. This is Aaker's model and is overlaid against a holistic approach to brand strategy...that the brand begins from within the organisation and ultimately persuades the hearts and minds of key stakeholders and the general public.

Carmen

The brand management systems were previously uncoordinated:

Previously, Regional Managers were responsible for all marketing activity within their jurisdiction. This contributed to non integrated brand message which confuses the market.

Dean

Heatglow's management team have shifted to a focus on management of their corporate brand, but this approach is not necessarily endorsed by Heatglow's Japanese parent company

...I've not once in the last one or two years been asked by Tak (Senior Japanese Manager) anything about brand. Interestingly enough though, I'm just preparing my presentation and I'll be there in two weeks time, and that's one of the issues we'll be talking about, just to bring them up to speed...I mean one thing I do know about Japan, they often use Heatglow Australia as a bit of a test case to say, "Hey, that seems to work down there, setting up training sessions"...I don't think there are any problems in managing Australian operations with the Japanese, not that I have noticed. If there was one, it's not a problem, it's in terms of getting them to say, " Bruce, I want profit or I want sales". If it got down to saying which do you want, they never say - they never said, or up to date they've never said, promote the brand. That might happen in the future.

Bruce

Data provided by key staff reveal that the focus on the brand has been aided by new branding tools including geo-demographic mapping techniques, market segmentation tools, brand identity building and the introduction of a brand management team.
The brand has assisted Heatglow to understand its target market and market segmentation, thus a number of new tools and models have been introduced into Heatglow business thinking & decision-making. Through use of these tools the business is able to draw on analytical data to reinforce their strategic movements in the market place and provide confidence and point of difference to its suppliers, customers and consumers.

Linda

The process of brand management within Heatglow involved the introduction of a brand management team.

My role in brand development at Heatglow has been limited to my responsibilities as a Regional Manager, National Account Manager and Marketing Manager. Through the application of promotional funding, Heatglow products have been marketed in the various mass media channels (except TV). The formation of the Brand Committee at Heatglow was a considered effort to coordinate the development of its brands.

Dean

The establishment of the brand committee, which was to meet quarterly was seen by interviewees as a key consideration for the new focus on branding.

The Brand Committee had been formed prior to the commencement of new marketing team. On start up... the Brand Team was being trained in the brand importance. A lot of knowledge was offered and for some was above their comprehension levels. Gradually everyone got on board and learnt about the brand, its positioning, the power of branding, its importance and use.

Linda

A brand manager was appointed from within the organisation She subsequently sought employment elsewhere and left the company. In a new wave of changes to support the branding focus, a new National Marketing Manager was appointed for the corporation. He also subsequently resigned - after 6 months.
The brand management team itself had been disbanded by the [since departed] National Marketing Manager who appeared to favour an individualist approach, rather than a team based approach to branding. Nevertheless, one respondent believed that these changes were under control.

In Heatglow’s case, the significant factors were the external consultants who supported the identification and setting of the brand focus and the resulting marketing refocus. With a new marketing strategy, aligned skills were required to ensure that the strategy could be implemented. The external consultants in collaboration with management were able to ensure that the required skills were recruited and employed to achieve the refocused marketing effort.

Calvin

Even with all of this activity, Heatglow appears to remain incapable of building an effective and consistent brand strategy and message, which has led the CEO to state:

We still do not have a brand strategy as such. And I think the way we go to market is certainly going to change. At the moment if you pick up a weekend magazine, I have the last month ads and it's still different messages. We don't have a consistent brand message, so we've got a lot of work to do there.

Bruce

4.6 Branding approaches in summary

The brand at Breathtakers is considered to be of major importance to the corporation. Its longevity, reputation, high levels of awareness, and constant market communication are each seen to have contributed to the substantial brand value which apparently remains available to the corporation in maintaining public recognition. Development of the brand, how it is managed in the marketplace, defending and recapturing the brand to keep it fresh in the minds of customers and consumers are all considered to be critical to the
managers of the Breathtakers brand in their efforts to re-establish the organisation.

In contrast, the problems, crises and issues that keep occurring within Heatglow do not appear to be explained by a focus on brand management issues alone. Even the lack of a clear brand management strategy and the confusion resultant both within the marketplace and the organisation do not explain the high turbulence being experienced within the organisational context, the high staff turnover and the fragmented approach to managing the corporate brand. Yet another critical player, the Chief Operating Officer has resigned and left the company. These movements strongly suggest that there are other variables influencing Heatglow’s brand management process.

This section has explored the two organisations, Breathtakers and Heatglow, from the perspective of branding. In doing so, it has revealed that there are processes outside of traditional brand management approaches that appear to be impacting on the ability of the organisations to rebuild themselves to achieve positive business targets. In particular, a review of the data neglected in application of Aaker’s (1996) brand management model indicates that there are organisational change management processes that, as yet, remain unexamined in a review undertaken solely from a branding perspective. The following section seeks to investigate this further through a review of the sampled organisations from a change management perspective.
4.7 **Review of case study examples from a change management perspective**

To provide an expanded perspective on the first research question, the modified content analytical approach applied in the previous section (see 4.2) was utilised a second time, to analyse the data from the traditional change management approach proposed by Tan (1997) (see Section 3.6). This section revisits the findings of the case study from that perspective.

The section identifies a clear difference between Breathtakers, where there was a distinct lack of focus on the change management processes required and experienced by the organisation, and Heatglow, where there was a greater focus upon designing a planned change management to achieve the CEO’s stated corporate growth objectives.

4.7.1 **Step 1: Anticipating the change**

The first step of Tan’s (1997) managing change model is anticipating the change (see Section 3.6).

4.7.1.1 **Anticipating the change at Breathtakers**

From the investigation of corporate records, participant observation and case study interviews, it became apparent that, within the Breathtakers example, respondents did not believe that the change management approach involved the anticipation of the change. They indicated that the Breathtakers management in operation prior to the collapse of the central corporation did not adequately anticipate the rate, degree or types of changes required. There was a general opinion from the respondents that this aspect was poorly managed.

Looking back over the past decades it is clear that Breathtakers has been mismanaged rather than managed for most of its operations.

Peter
The process of change management involved the anticipation of the impending corporate collapse, the creation of a new holding company, the process of corporate liquidation, the sale of Breathtakers International and the introduction of a new brand management team and brand management system.

The majority of Breathtakers respondents indicated a clear belief that prior to the corporate collapse and during the bulk of the change management processes, senior management mismanaged the change, rather than anticipated and managed well the process of organisational change.

I knew some stories of the mismanagement involved the original organisation, and some of them were quite appalling…while the original notion of Breathtakers was…acceptable and honourable and appropriate, that people will be jumping on the gravy train

Andrew

Others report:

Mis-management that should have been stopped.

Darlene

And Brad comments further:

It wasn’t sufficiently professionally handled.

Brad

The responses indicate that the senior management of Breathtakers did not adequately anticipate the change that would occur within Breathtakers. In consequence, they were forced into reactive behaviour in response to the need to change brought about by substantial debt and the need to close the company down. The senior management had sought an injection of funds four years prior to the collapse, but this was insufficient to halt the corporate
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collapse and, still, did not lead them to anticipate the impending demand for change.

It became apparent that the senior management of Breathtakers prior to the collapse were reactive and adaptive to the change, rather than anticipatory or pre-emptive ahead of the change.

When it became obvious that the organisation was in real financial trouble, Board members either ceased to be interested or moved on, and finally a palace revolution threw out almost all of the original campaign team, attempted to sell “the brand” to cover massive liabilities and tried to recruit a prize crew to take over the vessel.

Peter

At the state level, however, there was a more cautious, anticipatory approach to program delivery.

We had a bob each way, and that if the brand collapsed, we could continue to do what we like to do, so from that point of view it made us nervous and therefore we made decisions and choices about our business and branding and publicity and so forth that would reflect that nervousness.

Steven

But this was not a proactive approach anticipating the change. Instead, management adopted a reactive, wait-and-see approach to the outcome of the change.

After the corporate collapse, the new Breathtakers senior management adopted an apparently proactive, anticipatory approach to the impending changes as they would affect the new brand management system. But the majority of the respondents did not seem to view this in terms of the ability to anticipate the change, rather as a necessity to better manage the brand.

The available data indicates that some of the measures instigated would normally be expected to anticipate the impending changes. These included: a
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greater focus on futures research; development of a corporate vision and direction; greater focus on understanding the competitor and stakeholder environment; yearly strategic senior executive retreats to understand impending changes; and, constant communication amongst the parties involved about what was changing and the impact on the restructure management of the organisation and the network managing the brand.

4.7.1.2  Anticipating the change at Heatglow

At Heatglow, there appears to have been a greater focus on anticipating the changes that might affect the organisation. Respondents indicated that the CEO had a clear vision in anticipation of changes required to create the future growth for the corporation.

In 1990 I got up and said that Heatglow Australia, this is in Japan, would be 100 million by the year 2000. Bill Roberts, the managing director of Heatglow New Zealand at the time said Bruce you're either on drugs or you're drinking too much. Now, I had no idea precisely at the time how we were going to get that, except to say that we'd introduced the Green Light and I knew the rough size of the market and I thought that was the bigger sales opportunity and if you reflect on our sales of heaters over the last ten years compared to the sales of Green Light, Green Light is where the growth has come from.

Bruce

The Heatglow corporate had been structured to anticipate growth opportunities within the marketplace to take advantage of the changing market conditions. The current Chief Executive Officer has grown the business from $14 million to $105 million over the fourteen year period of his control of Heatglow.

Heatglow respondents offered no indication of a clear and consistent understanding of the changes impacting on the organisation through the senior management team. Instead, they reflected a fragmented approach within which understanding varied amongst the senior managers. There was no apparent consistency, cohesion or central repository of knowledge about
the changes. This was amplified in the absence of a futures division or scenario planning capacity.

The responses indicate, however, that the ability of the organisation to anticipate change is accelerating through the introduction of initiatives such as greater sharing of knowledge across divisions, restructuring the marketing department and the introduction of senior management training and development seminars. These initiatives have exposed senior managers to new and different thinking, including increasing the learning required to anticipate change.

In summary, Breathtakers interviewees indicated that the pre-collapse senior management team did not adequately anticipate impending changes impacting on Breathtakers prior to the corporate collapse. At Heatglow, in contrast, senior managers have been more focused on developing methods to anticipate change, but there was room for improvement within the organisational process to anticipate change and senior managers were implementing initiatives to achieve this.

4.7.2 Step 2: Identifying the change

The second step of Tan’s (1997) managing change model is identifying the change (see Section 3.6).

4.7.2.1 Identifying the change at Breathtakers

As mentioned in the proceeding section on anticipating the change, Breathtakers’ respondents indicated that their senior management were reactive prior to the collapse of the central organisation. Available data has indicated that up until the introduction of the new brand management team, the identification of the changes did not really occur and changes, instead, were in response to financial pressures, creditor and bank demands.
It became apparent that the series of events and changes (outlined in Table 4.1) were not identified in a coherent manner prior. As a consequence decision making was made under huge financial pressure in relation to the impending corporate collapse.

Table 4.1: Breathtakers major changes identified

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>Resignation of long standing Chairman</td>
</tr>
<tr>
<td>1993</td>
<td>Refocus of business on employment programs</td>
</tr>
<tr>
<td>1994</td>
<td>Cancellation of major contracts and funding</td>
</tr>
<tr>
<td>1994</td>
<td>Removal of CEO</td>
</tr>
<tr>
<td>1995</td>
<td>Introduction of investment consortium</td>
</tr>
<tr>
<td>1996-97</td>
<td>Restructure of the board – “changing of the guard”</td>
</tr>
<tr>
<td>1996-97</td>
<td>Negotiation with banks and creditors, downsizing business</td>
</tr>
<tr>
<td>1997</td>
<td>Sale of brand to new holding company and Breathtakers International</td>
</tr>
<tr>
<td>1998</td>
<td>April Liquidation process commenced</td>
</tr>
<tr>
<td>1998</td>
<td>New management team for the brand</td>
</tr>
<tr>
<td>1999</td>
<td>New contract arrangements – decentralised, network approach</td>
</tr>
<tr>
<td>2000</td>
<td>New vision set and Silver Jubilee celebrations</td>
</tr>
<tr>
<td>2000</td>
<td>– current Brand recapture processes continue</td>
</tr>
<tr>
<td>2001</td>
<td>– current Insurance crises</td>
</tr>
<tr>
<td>2001</td>
<td>Current Continuing process to keep the brand alive</td>
</tr>
</tbody>
</table>

The major changes that occurred in Breathtakers up until the appointment of the new management team in 1998 were reactive, operational and often made in haste in response to external pressures. The disintegration of the business led to the key distributor relationships remaining in place, but with no key decision making processes or guidance through the changes that were impacting their operations.

We went from a cohesive national group to a whole bunch of people doing the right thing, and that was entirely valid to ensure that people survived, because they were left to their own devices.

Steve
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And,

Everybody was doing their own stuff. Albeit under the rights of the parameters, but they were doing their own stuff... Because it was survival time, they buckled down and did it in their own territory and protected their own businesses.

Andrew

In contrast, the new Breathtakers management team took a long-range planning approach to identify the changes required within the organisation. A broad vision was set by the Chief Executive Officer, Peter, in consultation with key stakeholders at a conference meeting. This was designed to identify the changes needed and facilitate an exchange of ideas between the key stakeholders.

• In every city, in every mind and every lifestyle
• A multi-national organisation in the business of adding value to life globally.
• Managed by a team of enthusiastic people, interested in the welfare of others and maintaining the business ethically and successfully.
• It would be recognised as an organisation providing jobs, quality of life and a place for young and old to learn through humanitarian experiences.
• The company would be well established in Australia with a unilateral approach- a quality standard that has a common look and feel which identifies it as the source of individual freedom, group identity and community engagement.
• Everyone has the chance to be part of doing something new and different by being part of something that is able to done again and again because it is fun.
• Everybody in Breathtakers is Learning a Living not earning a living and Living a LIFE, not just trying to make life happen for their organisation, ie not living to work but Working to LIVE.

The responses indicate that overall, prior to the introduction of the new management team, impending changes remained unidentified by the senior management team of Breathtakers. Instead, a reactive market position was taken that quickly deteriorated. This lack of foresight resulted in the liquidation of the company. Decisions were made in desperation, instead of a planned and systematic manner. In contrast, following the introduction of the new management team, identification of required changes did occur.
4.7.2.2 Identifying the change at Heatglow

At Heatglow, respondents demonstrated a much clearer view of the changes identified for the business than those at Breathtakers. As acknowledged by the Japanese Director, Hiro, a team approach was adopted to facilitate the identification of the change process:

I have been involved in the process of the organisational change Heatglow, moving towards future growth with a team (including) our MD, HR Manager, Commercial Manager and an external Consultant. The point was to have less numbers of top management which can be make lighter footwork for the company.

Hiro

Heatglow respondents indicate a clear understanding of the identification of changes required for the business. The changes identified for Heatglow are outlined in Table 4.2.

According to the Japanese Director, Hiro, the following changes must be implemented:

(Changes) such as the change from regional management to national management, less operational reporting to MD and me, and finding the potential future’s MD as a succession plan. Although the new organisational structure is almost completed…this is just a first step of actual changes in the business.

Hiro
## Table 4.2: Heatglow major changes identified
(source: interviews, unpublished corporation documentation and participant observation)

<table>
<thead>
<tr>
<th>Vision set</th>
<th>Shift from operations to strategic focus, develop strategic focus</th>
<th>Assess acquisition opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150 million by 2005</td>
<td>$200 million by 2010</td>
<td></td>
</tr>
<tr>
<td>Develop strategic plan</td>
<td>Benchmarking</td>
<td>Work with key stakeholders, including Japanese parent and local government</td>
</tr>
<tr>
<td>Succession plan</td>
<td>Marketing improvements including introduction of Geographical Information Systems (GIS) and Marketing Information System (MIS)</td>
<td>Customer care centre upgrade- professionalise management and call centre upgrade</td>
</tr>
<tr>
<td>Shift from Regional to National structure</td>
<td>Training and development, including senior managers development program</td>
<td>Process review and modification including formulation of committee</td>
</tr>
<tr>
<td>Restructure Marketing</td>
<td>Coaching and mentoring</td>
<td>New Product Development assessment and committee formulation, expand product range</td>
</tr>
<tr>
<td>Reduce number of people reporting to CEO</td>
<td>Introduce Balanced Score Card</td>
<td>Logistics improvements including on-line and streamline documentation</td>
</tr>
<tr>
<td>Set up senior management team</td>
<td>Restructure Key Performance Indicators (KPI’s) for each employee</td>
<td>Introduce video conferencing system</td>
</tr>
<tr>
<td>Recruitment of staff</td>
<td>Cultural change</td>
<td>IT infrastructure development, technology improvements, including systems and software upgrades and intranet, website improvements</td>
</tr>
<tr>
<td>- IT</td>
<td>- National Sales Manager</td>
<td></td>
</tr>
<tr>
<td>- National Marketing Manager</td>
<td>- 2 Channel Managers</td>
<td></td>
</tr>
<tr>
<td>- Business Development Manager</td>
<td>- Chief Operating Officer</td>
<td></td>
</tr>
<tr>
<td>- Chief Operating Officer</td>
<td>Improve purchase systems</td>
<td>Introduce Employment Satisfaction Survey</td>
</tr>
<tr>
<td>Improvements in advertising and aggressively targeting and tralling new ways of reaching the market, including direct mail and customer marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build future capacity</td>
<td>Divestment</td>
<td>Staff replacement</td>
</tr>
<tr>
<td>Think differently</td>
<td>KAIZEN – Japanese principle of continuous improvement</td>
<td>PDCA – Japanese principle of Plan, Do, Check, Act to facilitate accountability</td>
</tr>
<tr>
<td>Focus on beat the competitors</td>
<td>Identify learning and development needs</td>
<td>Focus on the brand</td>
</tr>
<tr>
<td>Heatglow Rewarding Relationships adopted (HRR)</td>
<td>Colleagues, Customers and Consumers positioning developed (CCC’s)</td>
<td>Targeting Who What Where (WWW)</td>
</tr>
</tbody>
</table>
And,

The Process Review Committee has been implemented, this is where we discuss any improvements in terms of process. A process map as current investigation for our existing business. This has been introduced, mainly by an external consultant, however I have supported and pushed to implement this into the company.

DSI in the logistics area, EDI for ordering, an e-form resulting in improved document dispatch to all areas, a video conference system to improve communication, improvements to the intranet – centralisation and building a common platform for the information. I have been involved in the implementation of those systems and to establish the IT in-house skills. I have been involved in the restructure of the IT department, including the recruitment of new staff who have latest IT skills in order to improve our systems.

Hiro

The staff of Heatglow have clear views on the efficacy of these proposed changes:

My role is to review the operational and management systems within Heatglow to ensure that they effectively meet the needs of staff delivering services to each other in delivering to customers and consumers. This required a review at an operational level of the business and documenting the key business processes onto Process Maps for Heatglow.

This led to a clear understanding of the requirements by all the stakeholders involved in each process and the common understanding of the management controls required for effective operation. With this understanding, the key processes were evaluated in terms of customer satisfaction and operational efficiency in respect to the level of skill, systems, data and technology required to perform each activity in the process.

Calvin

And,
Where improvements to the process were considered, a detailed measurement of each activity of the process was conducted to understand the true cost of the operation. This process evaluation provided the focus for change at the level of systems, skill, data and technology that together would provide the greatest positive impact. The various alternatives considered resulted in different implementation costs to improve processes to determine the one option with the highest ROI (Return On Investment). Where the ROI was less than 1.5 year that delivered benefits to customers and consumers, it was considered a candidate for action.

Calvin

Carmen articulates the process review as part of the change management process.

The development of processes. Without streamlined action plans and predetermined outcomes, people tend to wander in circles, hoping that all the information that is thrown up will land in new initiatives. New processes include not only new product development, but research of the market, environment, analysis and all of the fundamentals that create a growing business. Nothing has changed in the way we do business in principle...What has changed is the way that we do it. Processes speed this up.

Carmen

The senior managers of Heatglow indicate in their responses that they see their role as critical in defining and identifying the change for the organisation. They indicate that the central strategic team was formed and the change identified through the strategic intent formulation and strategy formulation processes.

Generally my role has been that of creating or being part of the team that creates the strategic blueprint for future; aligning skills within the organisation with the needs of that plan, building a team with the capacity to do the Job, through training, coaching, and mentoring, building an IT infrastructure that will align to the Strategic plan and building operational control and control mechanisms, that are customer focused and that manage change within the organisation, and throughout the whole supply chain, using BSC (Balanced ScoreCard, KPI’s (Key Performance Indicators), and other key
measures...assessing acquisition opportunities...My involvement has either been as a sponsor and manager of change or as an active member of a team that has created change.

Carl

And,

Major changes have included: putting a level of detail behind the Heatglow strategic plan that emphasises our vision and mission of $200M by 2010; up-skilling and replacing key staff where appropriate to meet that plan, creation of Balanced Scorecard for all senior staff, the creation of organisational change through the discipline of business process review using control maps throughout the organisation, that are customer focused and new business and product development teams.

Carl

Further Linda comments on the changes identified

Alignment of resources & competencies to support organisational growth, review work practices; benchmarking to best practice or other manufacturers, review process improvements to maximise outputs, create efficiencies and returns to business, identification of productivity improvements; supported with detailed recommendation plans and cultural change through implementation of organisation restructure plans...creation of professional culture of excellence and team dynamics.

Linda

And,

Track changes and report back at both colleague and senior management level of progress; recognise changes & where appropriate reward as teams, individuals or company as a whole

Linda

Recruitment has been identified by respondents as a major issue:
To achieve our goals there have been a number of changes in marketing with the employment of a National Marketing Manager, Channel Managers, New Business Development and New Product Development. In sales we have employed a National Sales Manager. We have also created a strategic team comprising senior managers, a New Product Development team, and a Business Process Review team.

Carl

Although the team approach was developed, Heatglow’s approach to the identification of changes is very much guided and controlled by the Chief Executive Officer Bruce, who outlines his approach to achieving growth targets through sales and strategic decision making.

We divested the company of three million dollars worth of sales, because it was contributing sales but no profit. I had been then and I still am today, a very bottom line person…Getting sales and focusing on margin and profit and sales…Our product hasn’t changed, in fact it's reduced since 1990, we used to have Hokima ice makers and we ceased to distribute that because we didn't have the right distribution channels, wasn't giving us the right contribution so we got rid of that.

Bruce

Bruce comments also on the biggest challenge for change identified to achieve the growth for the company, which is considered to be new product development and introduction.

New product development without a shadow of doubt...within the three product lines or something outside of that. We currently have about 18 per cent of the total hot water market. If we could get more of the hot water market that helps us on the way. If we get unflued heaters in Victoria there's an extra 30 million to Victoria within a five year period because it's going to take about five years to wrap that up. So there's 30 million. There's the hot water plus other stuff that I'm not sure of… To get the 200 million without a new product category is going to be a hard ask, unless we do something exceptional with some of the existing products.

Bruce
In summary, at Breathtakers, the changes required were not identified prior to the collapse of the central organisation. After the introduction of a new management team, a more structured and planned approach was adopted that identified the changes needed. In contrast, at Heatglow, an overall strategic plan identified the changes required in detail and the senior staff were aware of the changes required.

4.7.3 Step 3: Selling the change

The third step of Tan’s (1997) managing change model is selling the change (see Section 3.6).

4.7.3.1 Selling the change at Breathtakers

Breathtakers respondents indicate that prior to the central corporation collapse, there was virtually no attempt to sell an impending change throughout the organisation. After the engagement of the new management team, however, a different approach was adopted that did involve selling the changes. As reported by Angela, the new Breathtakers management team sold the change through the process of negotiation of new licensing arrangements.

Going from a centralised management with, or originally with Alfred and then with the board that was in place, and with Breathtakers now in place, and the new licensing arrangements with everyone.

Angela

At Breathtakers, the process of setting up new contract arrangements for the use of the brand involved a substantial amount of negotiation and strategy to sell the change.

Participant observation and interviews show that this process involved the conduct of strategic planning retreats and constant communication:
Maintaining communication and keeping everyone involved.

Tania

The process put in place by the new management team involved the negotiation of new licences, negotiation to stop unauthorised use of the brand, discussions with the liquidators, and negotiations with bankers, creditors and interested stakeholders. This process appeared to be successful in terms of putting in place new operating arrangements and new management structures. The results of this appeared to be positive:

Well, it gave me a sense that there was still a solid team in place committed to its future...that we still had the basic infrastructure to make all this happen, gave us some confidence that it wasn’t just somebody’s great idea like a one night wonder, that it actually did have some stamina to get the momentum going.

Belinda

4.7.3.2 Selling the change at Heatglow

At Heatglow, there are a number of different levels of communication and initiatives to help sell the change through the organisation. The first area of selling the change is to the parent company in Japan.

I’ll be in Japan in two weeks time, in fact the top of the agenda items [will be], how do we achieve Heatglow parameters for the year 2010 in terms of getting sales of 200 million plus the ten per cent dividend line up with Japan. And I bet you we’re going to have vigorous debate over that because they will say we want both profit and sales, but because Asia is not traveling too well at the moment, can you sacrifice a little bit of profit to give us boxes. And I’m going to say how much and they will say we want both.

Bruce

The second level of selling the change was gaining internal sign-off and agreement to proceed with change initiatives and strategic direction through
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the development of a strategic business case for investment and gaining permission to proceed from board level.

I have presented the business case for the investment in resources necessary to implement the changes.

Dean

Respondents indicate that selling the change occurs throughout the senior management team, the brand committee process, the new product development team and the process review team. The selling of the change occurs throughout these team processes. In addition the change is sold through the organisation, for example to the technical division and the shop floor.

Working with technical services and new product development teams.

Carl

And,

Communication of change processes working directly with shopfloor through to management, negotiating change processes where required, coaching and supporting staff through change processes.

Linda

In summary, at Breathtakers, the pre-collapse senior management team were reactive to change, they did not anticipate it and, as a result, they could not attempt to sell change. The new management team has anticipated and has, therefore, been able to consciously seek to sell the change. The Heatglow senior management team, on the other hand, have constantly identified and actively sought to sell the change throughout all levels of the organisation and to their Japanese parent company.
4.7.4 Step 4: Mobilising resources for change

Step four of the Tan (1997) managing change model relates to mobilising resources for change.

4.7.4.1 Mobilising resources for change at Breathtakers

Participant observation and interviews indicate the senior management in operation at Breathtakers prior to the collapse of the organisation reacted promptly to mobilise resources in terms of creating a new holding company for the brand, the sale of Breathtakers International and the recruitment of a new senior management team. The old management team, however, was unable to mobilise resources sufficiently to stop the corporate collapse.

After the appointment of the new Breathtakers senior management team, resources were mobilised through the negotiation of new licenses with key distributors, as Peter indicates.

(We) undertook the reconstruction and closure of non-performing licenses and developed a wider brand management capability with the State and Territory commercial interests that held licenses.

Peter

Corporate documentation, participant observation and interview responses indicate that other areas in which resources were mobilised included funding to pay bank interest, new corporate head office location, staff engagement (including Chief Executive Officer, Chief Finance Officer, Chief Marketing Officer, Chief Operating Officer, and new board members), and a new website design and construction was completed to coincide with the Jubilee celebration. In addition, an extensive public relations campaign was launched to gain media attention, commercial accountants, legal representation, trademark attorneys were sought and renegotiation was completed with all key stakeholders.
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4.7.4.2 Mobilising resources for change at Heatglow

Responses indicate that Heatglow resources were clearly mobilised for the change. Business cases were developed, investment decisions committed, restructure occurred from Regional to National and the introduction of a new marketing team.

The introduction of channel managers dedicated resources to specific customer channels in retail and trade, who specialise in specific business units. The water heater business growth has seen greater investment in resources dedicated to further market activity in this area. Other product groups have not seen the same level of activity or investment.

Dean

Linda comments on the marketing team development.

Review of existing marketing structure together with recommendations presented to the Board leading to a significant move and shift of marketing team from operational to strategic. The company was prepared and committed to working with existing group to develop through the changes. I sourced and introduced marketing discipline supported by suitably qualified and experienced staff.

Linda

And, further, Dean comments on the changes within marketing

Senior management have been positioned in roles better suited to their experience and skills. Channel responsibility has been allocated to dedicated marketing staff that will be responsible for assisting regional sales teams in achieving their budgets.

Dean

To mobilise the corporation at the level of each employee, Key Performance Indicators (KPI’s) have been designated and a Balanced Score Card approach (BSC) adopted to underpin senior management accountability.
The company had been using KPI's (Key Performance Indicators) as a means of performance measurement. KPI's were written very operationally focussed and poorly by line management. We moved from KPI's to the Balanced Score Card (BSC) approach for managers and senior management to reinforce measurement and a professional business culture. Ironically, the BSC concept had been introduced 4 years ago as part of our performance management process. When it was introduced this year to complement our performance measurement process, none of existing managers were able to relate to the fact that it was already incorporated into our performance management review process. This says it all about accountability within our culture.

Linda

In summary, at Breathtakers the senior management team mobilised resources when they finally recognised the need prior to the collapse. After the collapse, the new management team mobilised resources in an evidently more pro-active and consistent manner. At Heatglow, corporate resources have been engaged to create growth for the corporation and to ensure that the process of change management is systematic throughout the entire organisation. Nevertheless, the implementation does not yet appear to match the policy intentions.

4.7.5 Step 5: Breaking down comfort zones

Step five of Tan’s (1997) managing change model is breaking down the routines and barriers that support intra-organisational comfort zones.

4.7.5.1 Breaking down comfort zones at Breathtakers

Respondents at Breathtakers indicate that, before the corporate collapse, there was no approach to breaking down comfort zones. As William indicates, there was a distinct lack of trust during this time.

I had trouble with the managers at the time…I wouldn’t have trusted them as far as I could throw them.

William
The collapse appears to have come as a surprise to many of the respondents, especially if they were not directly involved with the out-going senior management team. After the new senior management team were engaged, the reported approach was vastly different. Substantial effort appears to have been made to create a trust culture and more comfort with the change management processes. For example, after the collapse, some creditors would only deal with the company on a cash basis. It took substantial effort for the new managers to change this position and return to a credit terms basis.

The stakeholders became more positive under a network approach. A central umbrella management structure was developed and it created a new standard of organisational cohesiveness and brand usage guidelines that redirected the organisation. It instilled the essence of the brand at the top of the organisation and allowed this essence to filter through to the rest of the organisation. There was a professional management that knew how to use the brand to the best advantage of the corporation and to motivate the subsequent change process, both internally and externally, to keep the brand alive.

As Mel proposed, there was a major shift involving the breaking down of barriers defining comfort zones.

The affiliates now have a sense that there’s a central committee and council where before they were sort of operating as satellites and the mother ship had gone somewhere, and they weren’t sure whether it was ever going to come back and pick them up again...So, as I say, it’s a bit like those satellites out there waiting for the mother ship to return, they’ve kept blinking away and doing what they do.

Mel
4.7.5.2 Breaking down comfort zones at Heatglow

Heatglow was extremely focused and systematic in its approach to breaking down comfort zones. The first area was in terms of staff expectations, as indicated by Hiro.

The company is based on the people. This is my management philosophy. If Staff or colleagues can work aggressively and enjoyably with motivation, the motivation is a key, the company will grow automatically. So that ESS (Employee Staff Survey) was first step to understand our staff and what they want, what they expect and what they can do.

Hiro

Hiro also noted that the comfort levels of the Chief Executive Officer were important.

Especially CEO should have total responsibility of the results against those changes, however should not have too much involvements at some of area by trusting new people sometimes about their implementation. And then probably the company can grow further and quickly.

Hiro

The CEO himself needed to change and move out of his own comfort zone in terms of adopting a new strategy for the corporation as Bruce indicates.

I went to see the CEO of BBQ City He said why don’t you rethink your strategy...instead of you trying to make your big margin and us make our big margin and neither of us making much, why don’t you let us distribute it...If this new pricing strategy works...instead of selling eight containers we could go to 20 or 80 containers.

Bruce
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And,

We’re trying something different. It may work, it may not. The old Bruce theory of making profit, where we must cover all the costs...I’ve changed those rules to try it...I thought let’s think outside the square ...we’ve got to think differently...what we used to do was very successful years ago but that ain't the case today.

Bruce

Another area requiring focus in terms of reducing comfort zones was in relation to the parent company, as Linda indicates:

Continuing to develop colleagues for current and future succession provides confidence to the parent company about the succession capability within Heatglow Australia.

Linda

There was a commitment by Human Resources to support staff through the change process:

Supporting colleagues through these changes, assist with identifying areas for realignment or improvement...encourage operations team to actively involve team members into supply chain process and integrate in to business.

Linda

And,

Supporting management in sourcing of disciplined, skilled resources to support new organisational direction and introducing structured process, policy and procedures to support developing organisation; meet and exceed compliance.

Linda

In summary, Breathtakers did not support the breaking down of comfort zones prior to the collapse of the company, but after the new management team
were in place, active processes were implemented to break down comfort zones. At Heatglow, the management actively sought to break down comfort zones to enable the change management process to continue. This involved the change leadership exhibited by the Chief Executive Officer and the drilling down of the Human Resources Department to support staff involvement, including the conduct of an Employment Satisfaction Survey (ESS).

4.7.6 Step 6: Reinforcing change success

Step six of Tan’s (1997) managing change model is reinforcing change success.

4.7.6.1 Reinforcing change success at Breathtakers

At Breathtakers, the senior management team in operation before the collapse of the corporation were not successful in reinforcing change success. The fact that the corporation collapsed indicates that this senior management team were very unsuccessful. On the other hand, the new senior management team have acted to reinforce change success, including continued defence of intellectual property and the brand, continued operations of distributors under licence and on-going insurance coverage to adequately support the operations of the business.

4.7.6.2 Reinforcing change success at Heatglow

At Heatglow, the reinforcement of change success has been assisted by the Japanese Kaizen principle of continuous improvement, as proposed by Carl

Internally we use business process review to create continuous improvements that will add value to customers and consumers, we will also use Balanced Score Card and measure the performance against them.

Carl
Hiro also supports the Kaizen principle:

Basically I have introduced and pushed to implement the Japanese QC process which is PDCA (Plan, Do, Check, Action) and QC step, which is Current Investigation, Analysis, Implementation, and to review to all operations of the company Kaizen - Continuous Improvement…I selected the area of Customer Care, where the interface is with customers…once the system has been fixed, we must address the internal customer, our Colleagues. This will be hard to change, which is very critical in terms of customer satisfaction. Therefore I have always emphasized that customers must be first.

Hiro

Another way that the corporation cements the change success is through the Key Performance Indicators (KPI's) for all staff. Bruce comments on this process:

Each year they have precise budgets, KPIs they have to meet and in that they have to manage their sales, their rebates, expense to sales ratio and their net profit and they have been driven on that by incentives. Any time they go outside those parameters then they have to fill in a work sheet and justify it…A work sheet shows where you have to put the cost in, what rebate we pay to the customer, what overhead contribution we need to cover that particular product and then we want a profit driver on top of that and that gives us the sale price. On top of that we then put GST and the retailer's expected margin. Quite often we find that the two don't meet, so the guys would come back and say to me, OK, this is outside the parameters, Bruce, what happens if we just break even, will you accept that and I say how many additional sales will it generate and what extra overhead contribution will this contribute if we accept the deal or if we don't accept the deal what effect will it have on the business, and we ask those questions all the time.

Bruce

Further, Linda mentions the reporting requirements for the Balanced Score Card (BSC) for senior managers.
Developed clearly defined job responsibilities with supporting BSC measurements for accountability and recognition of results. Identified appropriate rewards and recognition programs.

Linda

And,

Monitoring and reviewing change processes as they evolve... (including) review of organisational structure, people, resources, skills and competencies and alignment to achieve future business growth targets and objectives...monitoring performance management, including regular review against BSC and working with line management in development needs of their resources...monitoring introduction of processes and procedures through to communication, education and implementation. Understanding and ownership of new processes by all colleagues...review and improve our reporting processes including performance management... benchmarking best practices organisations and drawing from their experiences for Heatglow’s consideration.

Linda

Nevertheless, perhaps because of the way resources are mobilised (see 4.7.4.2 above), these processes for reinforcing change success are not considered to be working by all respondents:

Internally there still appears to be many staff changes that will unsettle attempts to implement the organisational changes required.

Dean

As a result, there appears to be frustration emerging from the change implementation.

Performance measurement, the BSC criteria has been accepted, but some are sceptical, its frustrating to implement for all. A tremendous effort is placed on both the CEO and HR to develop this. Greater support is required from the Operations Team in this area.

Linda
In summary, Breathtakers senior management apparently did nothing to reinforce change success prior to the collapse of the company. The new management team, however, introduced a number of specific initiatives to reinforce change success. Heatglow managers, similarly, actively sought to reinforce change success, but not all respondents viewed these activities as being successfully implemented.

4.7.7 Step 7: Continuous learning and change

Tan’s (1997) seventh and final, step is continuous learning and change.

4.7.7.1 Continuous learning and change at Breathtakers

Continuous learning and change has been a fundamental component in the survival and revival of Breathtakers since its initial collapse. As reported by the Chief Executive Officer, the organisation maintains its ability to adapt to changing market conditions, including the on-going professional indemnity crisis that has affected the Australian market for the last three years.

It was an organisation still battling to survive, taken over by entrepreneurial sharks who can't see beyond their cash registers with bureaucratised programs with stupified projects and predictable patterns that are boring and fail to capture the imagination, innovation and creativity of the community.

Peter

Recruitment of new people was considered by most respondents as a key consideration for the management of the on-going change, as indicated by Andrew.

...an injection now of young thinkers who have been mentored, or trained by, and then will be continually mentored by us older people, then they'll be able to do things with the brand that...we haven't thought possible.

Andrew
The respondents indicated that it has been very important for the senior management team and organisation to foster and create a learning culture and adapt to the on-going, continuous change.

4.7.7.2 Continuous learning and change at Heatglow

At Heatglow, in a similar manner to the revitalised Breathtakers, continuous learning and change is central to the success and growth of the corporation. The Chief Executive Officer, Bruce indicates that this was a constant focus for the corporation and a driving force for the achievement of change to grow the corporation from $14 million to $105 million. It is further expected to achieve the vision of $150 million by 2005 and $200 million by 2010.

J.F. Kennedy said in the 60s we're going to put a man on the moon, he didn't know precisely how they were going to do it, I didn't know precisely, I just had a vision of a number. And saying to the guys, just get behind me and follow me and let's hope we can make it... we achieved the 2000 and I could see before 2000 that we were going to make the $100 million, so you say OK, we'll put another stake in the ground for 2010, 200 million... in 1990 I said we'd be $100 million by the year 2000 and we did... We did actually make it, good luck, good fortune, we just squeaked over the line. The next peg in the ground is $150 by 2005 and the next one is $200 by 2010.

Bruce

Through the efforts of the Human Resources Manager, Linda, Heatglow has focused heavily and specifically on the learning needs for the corporation, including,

Identification of learning and development needs to support current and future individual and business needs...Development and learning strategies building competencies within workforce...Continue to build our learning culture for future capacity and capability.

Linda
Findings - Branding Focus and Change Management Focus

However, respondents have indicated that the decisions of the Chief Executive Officer strongly influence the on-going development of this learning culture.

The learning and development program has been implemented. I’m concerned that if an unexpected and significant operational matter arises, our CEO could bring learning program to a sudden holt. This will impact our learning culture that we are trying to develop.

Linda

Whereas Bruce himself has seen this process as one where he learns and develops with the change process. He is learning and changing as he adapts the corporate strategy to react to the changing market conditions.

We’ve got to be a lot shrewder as to our prices. We believe the strategy for Heat Radiance is to drive the price of Green Light down. We wouldn't do it…but it means we've got to watch our bottom line and expenses even closer to make sure we don't sell below break even.

Bruce

Bruce believes he is challenging his senior management team to stand up and be counted in terms of their role in the continuous change process.

I had all of them in my office last week and said, "You guys will probably never get a career opportunity in your life like you have right now", and by that I mean each one of you in the room, national sales manager, marketing manager, commercial manager and Paul. You have an opportunity to stick your hand up and be the successor or the general manager, and I'm not going to do it for you, if one of you guys don't stick your hand up we'll get someone from outside. Give you the opportunity, someone has to stand up and be recognised.

Bruce

However, not all respondents are convinced that the CEO has played a successful role in the on-going process of continuous change:
The CEO did not fully understand how to align the vision and mission to the HRR (Heatglow Rewarding Relationships) with operations to achieve this goal. The response was to become too operationally focussed, keeping an eye of the business so it maintained a satisfactory level of performance.

Moving towards a mission driven approach requires the operations and management systems to become accountable and responsive to the customers needs. Rather than dictate what was required operationally, the CEO had to change the focus to the requirements at the vision and mission of the business…the direction of the products and services offerings that represent the brand promise to the market.

The CEO is in the difficult transition of letting go of the ‘comfortable’ detail and control to focusing on defining the agenda of the future and aligning the vision and mission with the business goals and objectives. This would allow Heatglow management to raise themselves up to the challenge of delivering operationally to the CEO’s vision of the future.

Calvin

Linda confirms some of the difficulties generated by the CEO

Now the new marketing structure is in place, strategically plans and objectives have been identified...At times CEO can be impatient with bringing strategic objectives in to operational plans. The concern is we get drawn in to operational work too often, not allowing us to focus on strategic positioning. Strategies are being formed to address this.

Linda

Overall, respondents indicated that there were major concerns about the on-going change process and the impact on team members who could not cope with the changes:

[I have] concerns that a percentage of new team members will not make it. Our role is to identify this early in the process and address it.

I am concerned that succession is not happening fast enough even though a number of initiatives have been undertaken over the past few years including the mentoring program; project challenge program; individual profiles on work styles; learning and development programs; structured performance
management assessments; setting of growth KPI’s; secondments to other departments and states; employment opportunities with Heatglow business and supporting a learning culture.

Linda

In summary, this continuous learning and change step has been critical for both Breathtakers and Heatglow. In Breathtakers, the process of on-going adaptation to the changes has enabled the organisation to survive in a new form after the corporate collapse. The building of a learning culture is considered to be very important for the long-term survival and success of Breathtakers. In Heatglow this step is also considered to be important, although some of the respondents have indicated that it can be difficult to achieve.

4.8 Additional data

The above is a presentation of the findings for this case study from the perspective of branding and change management. Despite the application of content analysis to the data from two separate perspectives, there is a significant volume, at least forty per cent, of the data that has not been classified within the context of this analysis.

It is argued, therefore, that there must be at least one other way of analysing the available information to integrate the unused data.

In observing the major changes that have been initiated at Heatglow, the Human Resources Manager identified:

The introduction of human resources into business, the brand focus, a measurement & accountability culture and operational excellence.

Linda
Findings - Branding Focus and Change Management Focus

It is this focus on brand as a vehicle for managing change that appears to emerge as a common theme of difference in the data that has not been classified. As a result, a further analysis has been undertaken (see chapter five) to address the potential link between brand focus and successful change implementation.

4.9 Conclusion to chapter four

This chapter has reported findings based on the research design, protocols and analytical procedures described in chapter three. The first section of the chapter reviewed the data from the perspective of brand management by application of the approach identified by Aaker (1996). This review has suggested that, within the Breathtakers organisation, there is a consistent approach by management to maintain and develop a well-known Australian brand. There are competitors for the Breathtaker brand, but none that match the Australian market coverage of Breathtaker’s or its customer base of Australian families.

The analysis of the Heatglow branding strategy is a direct contrast to the experience of the Breathtakers managers. There is substantially less brand awareness (four percent at Heatglow compared with eighty-six percent at Breathtakers). There is a highly competitive market for the Heatglow brand with a retail and trade customer base. The managers at Heatglow have shifted from a product brand strategy to a corporate brand development strategy and are experiencing difficulties in the implementation of this branding strategy.

The second section of the chapter reviewed the case study from Tan’s (1997) perspective of change management. This review has suggested that Breathtakers took a reactive stance to the impending organisational change issues facing their corporation and did not adequately anticipate or identify the changes impacting upon their organisation. The corporate failure occurred because of inadequate planning by the management involved and a lack of anticipation of the impending changes required.
The change management approach, then, was a desperate attempt to implement a new management structure which appears to have had partial success in generating a new approach to the change management initiatives within the firm. This led to an increased focus on selling the change, mobilising the resources for change and breaking down comfort zones. The reinforcement of change success and continuous learning and change are now considered to be key to the future survival and growth of the Breathtakers organisation.

At Heatglow, there appear to have been much better skills in place to deal with change management than at Breathtakers. There has been a clear anticipation and identification of changes required, selling, mobilising the resources for change and a conscious policy of breaking down comfort zones through a focus on succession. The Heatglow organisation has actively sought to reinforce change success, and create an environment that is conducive to continuous learning and change.

The final section of this chapter has revealed that a considerable proportion of the data gathered has remained unclassified within the context of the two analyses initially proposed to address the research question. Such a significant amount of unclassified data demands that an altogether different perspective be applied to the case study so as to extract all the relevant major findings from the data. This is explored in the following chapter.
Chapter Five:
Research Findings (2)
Including Brand Focus in Change Management

5.1 Introduction

In chapter four, an analysis of the findings from the two sample organisations, Breathtakers and Heatglow, was conducted in terms of traditional approaches to branding and change management. Neither of these approaches was found to provide an extensive description or analysis of the changes occurring in the exemplar organisations. More importantly, perhaps, a substantial volume of data provided by the informants to the study was excluded from examination because of the exclusive structures applied in the analyses. In an effort to resolve this apparent 'dilemma of the excluded data', a third approach was proposed wherein the data could be explored in terms of how brand might actually have been used as a vehicle for change management.

This chapter, therefore, addresses the second research question identified in chapter two:

What is the framework for using brand as a vehicle for change management?

To answer this question, the chapter begins with a discussion of an enhancement to Tan’s (1997) change management model (see Section 5.2) and introduces the concepts of entre-brand and intra-brand to distinguish between when a brand is external, in the marketplace, or internal, within the organisation (Section 5.2.1). The chapter then describes the process of managing change used by senior managers who apply the brand as a vehicle for change management (Section 5.3). The concepts of entre-brand and intra-brand are used as an analytic reference point within Section 5.3.
5.2 Extending the Tan model of change management

As previously discussed, in order to answer the first research question, a content analysis of the interviews was applied (Section 3.6). Emerging from the findings expressed in chapter four in relation to branding (Aaker, 1996) and managing change (Tan, 1997), there remained a substantial amount of apparently useful, but unclassified data that pointed towards a linkage between branding and change management, where brand is used as a vehicle for change management.

As previously established (see 4.8), it became apparent that the Aaker (1996) and Tan (1997) approaches only told part of a story. The case study, instead, appeared to involve a direct linkage between branding and change management where brand is used as a vehicle for change management. It was proposed (Section 3.6) to review the remaining unclassified data from the two examples of the case study from the perspective of using brand as a vehicle for change management.

On the basis of analysis previously discussed (see 4.8), it became apparent that the Tan (1997) model of managing change, applied on its own did not adequately cover what senior management respondents considered to be the process of using a brand as a vehicle for change management. Integration of a branding focus into the Tan (1997) model, however, appears to enable the classification of a substantial amount of the remaining unclassified data.

Most respondents in the case study examples reported an approach to change management that incorporated a brand focus. The experiences of the respondents suggested that Tan’s (1997) model is missing part of a bigger picture that links branding to change management. Tan’s (1997) model as it is currently formulated, however, necessitates a narrower approach to managing change than that commonly reported by the respondents.

This study has suggested an extension of the Tan (1997) approach to include a focus on the brand in the process of managing change. The nearest
extension of the branding models currently available appears to relate to the adaptation of an organisation to better deliver on its brand promise (Davis and Dunn, 2002). But these types of branding models do not address the use of a brand as a vehicle for change management.

A review of the data remaining after the initial Tan and Aaker analyses suggested that a more holistic process was being used to manage change through the use of the brand in the internal organisational context. More commonly, however, the experiences described by the interviewees identified an approach to branding that involved change management and an approach to change management that involved branding, i.e. a linkage between the two areas that appears to have, hereto, been neglected. According to the respondents to this study, regardless of their organisation, the process of using a brand as a vehicle for change management begins with a focus on the brand internally within the organisation.

This development of a cross-linkage between the two areas of branding and change management adds significantly to each of the currently separate fields of branding and change management.

Accepting the apparent emphasis of the respondents on driving change through branding, the seven stage framework proposed by Tan (1997) was used as a starting point, then modified and altered to incorporate a branding focus. This enabled a significant reworking of the previously excluded data. The modified Tan (1997) model (as summarised in Table 5.1) then became the basis for a framework for using brand as a vehicle for change management. This is described in Section 5.3.
Table 5.1: Modified change management framework to incorporate use of a brand as a vehicle for change management

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tan (1997) Framework</th>
<th>Modified Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anticipating change</td>
<td>Include brand in the anticipation of change</td>
</tr>
<tr>
<td>2</td>
<td>Identifying the change</td>
<td>Include brand in identifying the change</td>
</tr>
<tr>
<td>3</td>
<td>Sell the change</td>
<td>Include brand in selling the change</td>
</tr>
<tr>
<td>4</td>
<td>Mobilising resources for change</td>
<td>Include brand in mobilising resources for change</td>
</tr>
<tr>
<td>5</td>
<td>Breaking down comfort zones</td>
<td>Include brand in breaking down comfort zones</td>
</tr>
<tr>
<td>6</td>
<td>Reinforcing change success</td>
<td>Include brand in reinforcing change success</td>
</tr>
<tr>
<td>7</td>
<td>Continuous learning and change</td>
<td>Include brand in continuous learning and change</td>
</tr>
</tbody>
</table>

5.2.1 *Entre-brand and Intra-brand*

The data indicated that two sub-sets of brand thinking were apparently in simultaneous operation. One set of thinking related to the place of brand in the marketplace; how the brand was communicated and positioned externally to the organisation. The other set of thinking was about how the brand was conceived within the minds of the staff and how it impacted internally on the organisation.

The internal understanding that brand is everybody’s responsibility and is reflected in all actions and how we communicate with the market.

Carl

Linda makes clear that the brand impacts externally as it affects external customers and suppliers within the marketplace, whereas it also impacts on business operations and on internal colleagues (staff).

Over the past 12 months in particular, greater exposure to the importance and position of brand in all business transactions and interventions with both internal colleagues, external customers, suppliers…with support from an external consultant, who is passionate about working with Japanese companies and brand, the relationship was created to support
Including Brand Focus in Change Management

the management and staff through our learning journey on the realignment of brand in the market place.

Linda

Further, the external brand can be distinguished from an internal brand:

Brand is now number one in all marketing thinking in relation to advertising, point of sale, market positioning and image. Brand is referred to in the context of both internal and external Brand both of equal importance...a strategic plan approach to managing our internal brand has been followed through to implementation.

Linda

To enable the concepts to be used as an analytic reference point for the purposes of this study, the external brand has been termed entre-brand and the internal brand has been termed intra-brand. In this context,

Entre-brand is defined as:

Entre-brand is the reference set of expectations in the marketplace that establishes the commercial and operating requirements for market identity and strategic positioning of the enterprise.

Intra-brand is defined as:

Intra-brand is belief systems of personnel and internal stakeholders that align their offer of product and services to their customers expectations as established by the brand.

While is was quickly apparent that ‘entre-brand’ is usually the major concern for the corporation with a focus on how the brand exists in the marketplace, as the interviews progressed, it became clear that notions of brand were also developed internally, as ‘intra-brand’. 
5.3 Framework for using brand as a vehicle for change management

As previously discussed, the traditional approach to managing change proposed by Tan (1997) was modified (Section 5.2). The following sections present the findings of the case study from the modified Tan (1997) perspective incorporating a step-by-step approach which integrates brand focus as a vehicle for change management.

5.3.1 Include brand in the anticipation of change

The first step of the modified Tan (1997) approach to managing change is to include brand in the anticipation of change.

5.3.1.1 Include brand in the anticipation of change at Breathtakers

At Breathtakers, the brand, both at the levels of entre-brand and intra-brand, had been clearly identified as a key component and a major and on-going consideration for the senior management team. It was a major feature throughout the decision making processes exhibited by the senior management team and throughout the organisation where all respondents held a position on the meaning of the brand and the brand continued to receive loyal support:

I think (Christine’s) more motivated than me, because (Christine’s) more of an emotional visionary person, and she is more purist about the fact that this is a great brand, and we want to live and breathe it, you know, no matter what anyone else does to it, this is a great thing, and (Christine) would be more of a loyal supporter of the brand than I have been.

Steven

As indicated in Section 4.7.1, the pre-collapse management team at Breathtakers had neglected the process of anticipating change as a major focus for the organisation. Consequently, anticipation of change including a brand focus was also overlooked in the change management model implicit in
the responses of the senior management of Breathtakers across that earlier period.

5.3.1.2 Include brand in the anticipation of change at Heatglow

From an unmodified Tan (1997) change management perspective, Heatglow did incorporate the anticipating change step into senior management activities to manage the change process though they have had great difficulty in creating an organisational focus that incorporates the brand. At the entre-brand level, the brand has a meagre market awareness of four percent (Morgan Research, 2002) and respondents indicated that most employees do not have a clear understanding of the brand, which suggests a similarly poor intra-brand understanding.

Available data has indicated that Heatglow’s senior management have attempted to shift the focus of the organisation to include an increased awareness of brand in how the organisation operates and anticipates change that will impact the organisation and, they believe, needs to be created within the organisation. The senior management have attempted to create a greater intra-brand presence within the organisation.

In line with the thinking of LePla, Davis and Parker (2003), the National Marketing Manager, Carmen, considered it imperative to develop a ‘brand driven’ organisation

Getting corporations to be ‘brand driven’ is fundamental to corporate success. Therefore as a marketer, trying to shift the thinking from operational plans to branding strategy has been the most challenging.

Carmen

In summary, Breathtakers respondents indicate that the brand is included as a focus for the organisation but (as recorded in Section 4.7.1) the organisation fails to adequately anticipate and consequently, respond to change. In contrast, the Heatglow senior management respondent’s indicate that they are
Including Brand Focus in Change Management

less likely to include brand focus in their anticipation of change, though they are increasingly attempting to incorporate the brand as a focus in the anticipation of change, both within the marketplace (entre-brand) and as a platform for understanding the brand within the organisation (intra-brand).

5.3.2 Include brand in identifying the change

The second step in the modified Tan (1997) change management model is to include brand in identifying the change.

5.3.2.1 Include brand in identifying the change at Breathtakers

From a purely change management perspective, the process at Breathtakers, (see Section 4.7.2) has involved meetings and strategic planning sessions to develop a coherent change path for the organisation.

The incorporation of brand focus into the identification of necessary change has necessarily involved recognition of the centrality of the brand in the planning process. Breathtakers respondents indicate that this has included developing an understanding of brand values as the integrating force for change:

As in the past, during this period and up until 2001, special conference meetings were held with the Chairman of Breathtakers to set out a strategic vision of development opportunities, licensing extensions, business intent and relationships between the Head Office crew and the State and Territory Operators. These sessions functioned as both an exchange of new and innovative practices and as a reinforcement of brand values as an integrating force for very disparate activities.

Peter

At Breathtakers, the process of change management was underpinned by, and focused on the brand. The senior management took into consideration the impact of the changes identified in terms of the market presence of the brand (entre-brand) and, at the same time, ensured that the changes were not
Including Brand Focus in Change Management

detrimental to the brand through the actions of management or employees (intra-brand).

Respondents indicated that they considered the brand to be of immense importance and value. As changes were identified, the brand was invariably incorporated as a central concept - to the extent of setting up new structures to ensure the brand’s survival. This enabled the creation of an intra-brand platform that supported the entre-brand activities of the corporation.

5.3.2.2 Include brand in identifying the change at Heatglow

At Heatglow, the task of incorporating the brand in identifying change was considered by respondents to be quite difficult. There was a lack of brand appreciation by senior management (weak intra-brand) and this was compounded by a lack of awareness of the brand both internally (weak intra-brand) and externally of the organisation (weak entre-brand).

Identifying a need for change (Section 4.7.2), the CEO of Heatglow deliberately incorporated the brand focus during the planning process to assist in creating a stronger intra-brand. The brand was included in the vision and mission formulation and this flowed through the organisation into the operations and restructure of the organisation, including the efforts to restructure the marketing team.

Refocusing the branding started at the top, with the CEO accepting that the vision and mission as set down required aligned action. In Heatglow’s case, the significant factors were the external consultants who supported the identification and setting of the brand focus and the resulting marketing refocus. With a new marketing strategy, aligned skills were required to ensure that the strategy could be implemented.

Calvin

The findings indicate that Heatglow was different from Breathtakers (strong intra-brand) in that there had been a long-standing lack of focus on the brand (weak intra-brand):
Predominant changes related to change in team and culture within the existing marketing group. Our culture was ‘free reign’; no strategic or brand marketing focus; very operationally focussed and not always accountable.

   Linda

Heatglow respondents indicated that it had become part of the change process to incorporate the brand into changes identified for the organisation. This generated a heavy emphasis on the marketing department restructure, a consequent recruitment of new staff and increased efforts to communicate the new brand focus to the market.

   Linda

Significant changes within the marketing structure included introduction of Channel Management positions and the creation of Internal Advertising Agency to ensure all communication and advertising portrays the brand image and message consistent with our brand positioning.

   Linda

Participant observation and respondent responses indicated a significant shift at Heatglow in the transition from a selling culture to a marketing culture. This was part of the overall process identified to reorientate the company:

   I was involved at Heatglow as a member of the Brand Committee formed to facilitate the change. My sales and marketing experience along with that of the other members of the Committee was utilised to redefine the direction of the company and its core business activities.

   Dean

These processes to incorporate the brand into the thinking and create a market-focused organisation conflicted with the old style and sales culture.

   Brand and the strategic focus is supported. At times it can be in conflict with our operational sales culture of immediate results.

   Linda
Efforts to incorporate the brand into the identification of the change did not, however, have support from all respondents, nor was there a consistent belief that it was necessarily working for the organisation:

Early impressions of the impact of branding on the identity of the company appear modest. Heatglow is seen as a company not a brand and will be a big ship to turn around.

Dean

Heatglow respondents indicated that this appeared to follow from the series of attempts to incorporate the brand focus into the planning of change.

There have been a number of efforts to get the right organisation and marketing structure to support the Heatglow brand since the launch of Green Light:

What were the issues there with the organisation which failed the Green Light brand. We had great ads, we had great images, we had great product and we were eating our own future, weren't we, in a sense?

Bruce

The Heatglow respondents overall indicated that they now had a greater awareness of the brand (stronger intra-brand) and its impact both within the minds of the staff and within the marketplace (entre-brand), but the processes to incorporate the brand into the overall change management were proving difficult to achieve.

In summary, Breathtakers always incorporated a heavy brand focus into its decision making but, in the past, had been reactive to change, rather than actively or adequately identifying the changes required by the organisation. In contrast, at Heatglow, where there was a tradition of active identification of change needed, respondents indicate that, although they are attempting to incorporate the brand into their thinking and change planning, there is still less chance of brand inclusion in the identification of change. More significantly for
the longer term, perhaps, there have already been a number of different attempts to change these behaviours and a series of changes has been identified which include the brand for the organisation.

5.3.3 Include brand in the selling of the change

Step three of the modified Tan (1997) change management framework involves inclusion of brand in the selling of the change.

5.3.3.1 Include brand in the selling of the change at Breathtakers

Respondents at Breathtakers indicated that the brand is heavily entrenched in how senior management sells change. There is a strong intra-brand position developed and maintained within the organisation. Respondents also indicated that they believed in and focused on the brand, which indicates the strong intra-brand position.

It'd be hard to work for something that you didn't believe in.

Steven

Many of the Breathtakers respondents indicated that changes put in place were more likely to be supported if there were observable benefits to the brand within the marketplace (entre-brand). This increased the likelihood of the changes being supported if the changes were not perceived internally to be detrimental to the brand.

5.3.3.2 Include brand in the selling of the change at Heatglow

In contrast, Heatglow respondents appeared to be less committed to including the brand in selling a change. Implying that the commitment to increased branding focus may not be supported from the top of the organisation, Carmen observed that:
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It requires monumental shifts in attitudes and beliefs from the CEO. He is the chief brand manager and without his support and active participation, the job can never be done fully, as it links as part of, strategy and what the brand will look like.

Carmen

The process of including the brand in selling a change at Heatglow involved the generation of specific brand values to take the message across the corporation as a clear intra-brand platform for inspiring and guiding change. Participant observation and interviews indicate that this involved a shift in focus towards benefits for Colleagues, Customers and Consumers (CCC’s) to create a more market focused organisation, including an increased entre-brand focus. This was exemplified in the adoption of the Heatglow Rewarding Relationships (HRR) brand proposition:

Focus on brand and the ideal of colleagues, customers and consumers (CCC) and Heatglow Rewarding Relationships (HRR) becoming a way of thinking within the organisation.

Carl

This shift in change management strategy allowed the selling of the change message to flow through the organisation with the brand message included (stronger intra-brand). The approach included continual focus on the strength of the brand in driving staff retention and recruitment strategies:

Our consistent and new approach to attract talent has been significantly enhanced through use of the brand in market place. In addition to receiving strong field of potential candidates to positions advertised, we now receive feedback in relation to the brand. “Heatglow yes we know Heatglow; we have had a recent positive experience”. This is the power of an effective brand positioning. We often receive feedback that it’s the brand I’ve aspired to work with. They tell us “You have the best brand in the industry”.

Linda

In summary, Breathtakers constantly incorporates the brand into the selling of the change and Heatglow senior management are increasingly attempting to
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include the brand in the selling of their change processes, though not necessarily with the level of support they expect.

5.3.4 Include brand in mobilising resources for change

Step Four of the modified Tan (1997) change management model includes brand in mobilising resources for change.

5.3.4.1 Include brand in mobilising resources for change at Breathakers

At Breathakers the brand pervades the respondents thinking in relation to the mobilisation of resources for change. There is a clear understanding of the brand values and positioning within the organisation demonstrating a strong intra-brand. This flows through to senior management decision making in relation to the mobilisation of resources for change. The brand is a constant consideration for how resources are mobilised throughout the organisation.

Resources are mobilised to ensure the protection of the brand. The changes that have occurred affecting the mobilisation of resources that have involved a brand focus have included the setting up of the new organisational structure and the provision of funding to maintain the brand.

5.3.4.2 Include brand in mobilising resources for change at Heatglow

Heatglow respondents indicated that the brand was now deliberately included in the mobilising of resources for change. This has apparently created a strong proposition for the generation of a stronger intra-brand position with the organisation. Carmen comments on the restructure of the organisation to achieve a greater focus on the brand.
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Heatglow is clearly embracing the brand and have changed the structure of the organisation to do so.

Carmen

The brand positioning encompassed by the Heatglow Rewarding Relationships (HRR) statement has flowed throughout the organisation creating a clearer understanding of the power of an intra-brand focus. The brand has been included in operational decision-making and how the organisation is changing:

At Heatglow, the brand promise is the HRR (Heatglow Rewarding Relationships)...This is now the mission driving the prioritisation of tasks and activities in the operational sense. If it didn’t impact the HRR’s...then the priority for change was low.

Calvin

In summary, both the examples of Breathtakers and Heatglow have incorporated the brand into mobilising resources for change. For Breathtakers, this has been a matter of recognising and formalising the value of the existing culture whereas it is a deliberate, though not yet universally accepted, innovation for Heatglow.

5.3.5 Include brand in breaking down comfort zones

The fifth step in the modified Tan (1997) change management model is to include brand in breaking down comfort zones.

5.3.5.1 Include brand in breaking down comfort zones at Breathtakers

Breathtakers management did not actively seek to include the brand in the breaking down of comfort zones. The brand underpinned the staff’s motivation to persevere through the collapse of the central corporation and maintain operational focus in support of the brand. The brand became a key force for navigating through the turbulent change processes, but there was no active
focus on shifting people out of their comfort zones by including the brand in the process. The management used belief in the brand to enable the transition to the new organisational structure, but the staff were allowed to maintain their old beliefs in the brand and were reactive to the change, rather than the transition being managed to break down their comfort zones.

At times the pressure of the organisational changes placed pressure on the staff and management of Breathtakers. During this period, the brand acted as a guiding light through the turbulent changes. This allowed the intra-brand to provide a higher tolerance to the stress of change to sustain the management and staff through the tough times before the new structure was in place. The brand acted as insulation to the resistance related to the change, but did not help to shift the staff from their comfort zones.

5.3.5.2 Include brand in breaking down comfort zones at Heatglow

After the shift at Heatglow to increasingly focus on the brand from an organisational perspective, there appear to have been some efforts to include the brand in breaking down comfort zones. But on the whole, there have not been major efforts to include the brand in the breaking down of comfort zones at Heatglow.

The brand has underpinned the human resources activities of attracting, recruiting and retaining staff:

From an HR (human resources) perspective, greater emphasis is now placed in the use of our brand and brand proposition to position and maximise our recruitment strategies and promote the brand. The logo supported by Rewarding Relationships is now prominently our brand proposition and presence on all advertising undertaken by Heatglow – HR. From the HR perspective, as we develop our brand proposition, we will continue to develop our brand strategies to attract and retain best resources. This will further be seen as we develop our creativity in ad layout to incorporate brand images of our product offering and lifestyle focus.

Linda
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The Heatglow organisation has been restructured and refocused on the brand, both internally and externally. Marketing and operations have been restructured to include the brand (intra-brand) and there have been increased efforts to build a consistent branding strategy in the market place (entre-brand). But in terms of the staff processes and their comfort zones in relation to include the brand, this have been virtually ignored as a process available to senior management.

The CEO, Bruce, is supporting the rhetoric, at least, of the new brand focus through out the organisation. Nevertheless, there are still other problems impacting on the smooth transition of the organisation, such as the effect of team dynamics on the implementation of the change. The team dynamics could be influenced by including the brand in the breaking down of comfort zones, but this is further evidence of this not working at Heatglow.

So what's the issue that we're not getting right, we can get the brand issue right, we can get the reputation right, we get the credibility right, we're rising in everything we do and yet the organisation internally...we've not got people seeing themselves as one team.

Bruce

In summary, Breathtakers has not successfully included the brand focus into breaking down the comfort zones. At Heatglow, senior management appear to have accepted the rhetoric of the approach though they have not yet moved many of their personnel out of the comfort zone of the longer-standing organisational culture.
5.3.6 Include brand in reinforcing change success

Step six of the modified Tan (1997) change management model is to include brand in reinforcing change success.

5.3.6.1 Include brand in reinforcing change success at Breathtakers

Participant observation and interview response indicate that brand has continually been used by the senior management at Breathtakers in reinforcing change success. After the restructure, the brand has been tied to the vision of the company. Successful change at Breathtakers appears to not only involve a continuation of the brand and corporate activities, but also the successful restructure of the business, defence of the brand, expansion into new market segments, and engagement of new operation managers.

One significant process of including the brand in reinforcing change success was the celebration of the Silver Jubilee in 2000, as Michelle indicates.

I think milestones and celebrations of milestones are extremely important to the psyche of not just the organisation but people who work in the organisation.

Michelle

This involved a public relaunch with a Senior Federal Minister officially endorsing the continuation of the brand, a new advertisement, a media campaign of TV interviews, radio talk-back session and new paper articles. These celebrations around the brand reinforced the success of the restructure and change processes at Breathtakers.
5.3.6.1 Include brand in reinforcing change success at Heatglow

The Heatglow respondents have indicated that their flagship brand (entrep-branch) is now included in reinforcing change success, and that it is considered to be part of a longer-term strategy for the organisation. Importantly, this inclusion is strongly supported by the Japanese Director, Hiro, who comments on the overall processes involved in change management utilising the brand focus:

After the departure of former Brand Manager, I became the chairman of Brand Committee. This is where there should be discussion of any strategy topics related to the brand. During the last ten months under my chair, I can certainly say that following areas have been implemented and under development, the first phase of Employee Satisfaction Study has been completed which is related Colleagues, Customers and Consumers, an important channel of brand expansion and transparency of the message. Project management including brand stuff has been implemented. After the introduction of the new Marketing Manager, the establishment of brand positioning statement is under development. Also recently I have emphasised to Directors of Heatglow Japan that the establishment of clear brand positioning and increase of brand awareness will be a key element of future’s Heatglow Australia.

Hiro

At Heatglow respondents indicated that the change process was reinforced through a focus on the brand supported by the actions of the Brand Committee. Further, it was articulated through the implementation of the Employee Satisfaction Survey, the adoption of the Colleagues, Customers and Consumers market focused orientation, the adoption of the Heatglow Rewarding Relationships strategy, and restructure of the marketing department. This general strategic thrust in change management through brand application, respondents observe, is now being consolidated through the actions of the human resources department in attracting, recruiting and retaining excellent staff who can incorporate the brand focus into all future change processes:
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Our culture up until six months ago was very much sales focused. Through the brand, together with the restructure of marketing to focus on the brand and strategic marketing. Through the realignment of marketing, the catalyst is slowing moving towards being a marketing driven company. We have much more work to do in this area, though with time evidence through use of tools and models together with brand positioning and operational excellence, Heatglow brand will be as strong as our parent company in Japan.

Linda

Despite the enthusiasm of various of the respondents, employment records indicate that the change process, as experienced by Heatglow staff, remains less than ideal. A number of senior managers have resigned, including the Chief Operating Officer, the National Marketing Manager, the Southern Regional Sales Manager and the Retail Sales Manager. There appear to be pressures outside the scope of this study that are impacting upon the change success and the ability of senior management to successfully reinforce a change management strategy incorporating their brand.

Among the pressures impacting on using brand to reinforce change success, growth targets are under pressure, the expansion of the organisation is under competitive threat, and the Brand Committee has been disbanded because it was deemed, by the CEO, to be too operational.

It think the brand committee initially was fantastic in terms of getting people to think...we need to think more strategically rather than operationally on a day to day basis...some of the brand committees ended up being too operational and I think we went off the track a little bit there...(we now have) the new product development committee, the new strategic team, in theory that should be more strategically focused and embrace the brand proposition yet to be developed.

Bruce

These appear to be major difficulties impeding the ability of the senior management team’s efforts to include brand in the reinforcement of change success but only one of these can be seen to lie beyond normal business expectations. The replacement of the Brand Manager with a Brand Committee
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chaired by a senior director would appear to add strength to the brand focus. Its disbandment by the CEO for being "too operational" appears, in retrospect, to suggest once again, that the CEO is uncomfortable with the application of brand as a vehicle for driving change.

In summary, both Breathtakers and Heatglow senior management teams have included their brand in the reinforcement of change success, but the management of Heatglow are experiencing difficulties with achieving change success. Potential reasons for this are discussed in more detail in identifying implications for further research (see section 6.6).

5.3.7 Include brand in continuous learning and change

The seventh and final stage of the modified Tan (1997) change management model is to include brand in continuous learning and change.

5.3.7.1 Include brand in continuous learning and change at Breathtakers

Breathtakers respondents indicate that the brand is fundamental to the organisation. For them, it is underpinning and driving the business through a continuous learning and change process. The brand is seen by respondents as a key vehicle for achieving future success for the organisation, including gaining new business opportunities.

...the brand is a very powerful tool to gain new work opportunities.

Stuart

There is clear indication that the brand is important in both the entre-brand and intra-brand sense at Breathtakers. It is important to the organisation in terms of the on-going sustainability of the corporation through its brand within the marketplace (entre-brand) and also within the mind of staff whilst they continue to learn and change (intra-brand).
But not all Breathtakers respondents share a rosy view of the brand. For them, views of the future are shaded by the previous corporate collapse. Their learning has caused them to disassociate from the brand to ensure they cannot be tarnished by the stigma of association with the collapsed corporation.

It made us nervous. We were committed to the brand, we were also committed to surviving in our work and what we’d like to do, and it made us nervous about how closely we attached the brand to our future.

Steven

These Breathtakers respondents felt that the ongoing change process could involve a shift away from the brand and an organisational future without huge focus on the brand. However, this appeared to be a minority viewpoint. On the whole, the Breathtakers' senior management team were actively seeking to reconstruct a future centred around the brand.

5.3.7.2 Include brand in continuous learning and change at Heatglow

The senior management team at Heatglow viewed the branding process as a central feature of continuous change management for the organisation, but were unable to comfortably tie the brand to the continuous learning aspect of this step. Change has impacted upon the organisation continuously, and the senior management are aware of these processes:

The marketing department went through a huge overhaul, trying to structure itself to meet market needs. This process is not done yet, as responsibilities still need to be refined in terms of process. The ending of the Brand Committee, which began the brand process, has resulted in two new teams. One is the New Product Development Team. However the more important team at this stage, is the senior executive team that needs to build and define the brand and the strategy moving forward. Concentration appears to have been on operational
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issues and this needs to shift quickly toward strategy, supported by operational and strategic processes.

Carmen

Linking the brand (intra-brand) to the continuous change throughout the organisation and its employees is seen as an on-going process.

Through undertaking Heatglow Australia’ first Employee Satisfaction Survey (ESS), the brand drew a strong importance factor with all our colleagues. This message reinforced the importance of developing our most valued brand supporters, our colleagues. The development of an Organisational Development Program was borne through this ESS process. Future plans are to continue working through these strategies to reinforce brand development with our colleagues.

Linda

Linda observes that the implementation of change takes time and the extent and impact of change are sometimes not immediately apparent:

As the significant changes commenced; realignment of responsibilities; strategic focus; management structure, performance measurement etc, 50 per cent of marketing team members voluntarily sourced alternative employment. Since leaving, at least one of those members now openly would like to still be employed with Heatglow, recognising just how far we have come over the past 12 months with the brand presence: discipline, learning support, commitment and colleague focus.

Linda

Calvin also believes that brand inclusion is an on-going process:

My role is to ensure that the mission can be effectively translated to management and operational activities that reinforce the marketing effort and the brand promise. It is an on-going activity to monitor and integrate data and information collected from a variety of sources to create knowledge from which better decision can be made.

Calvin
And, perhaps most importantly, this perspective is supported by the Japanese managing director:

Of course the company is always looking at the result of sales, profit, market share and so on as the outcomes. I understand that the branding strategy will take time as a middle and long term investment, but at the same time the company has to survive. My measurement of these changes would be the results one year later. The introduction of these changes is very good at the moment and I hope those new people can keep on it on track.

Hiro

In summary, Breathtakers management have shown that the brand can be very important to the processes required for continuous change. Due to residual damage to the brand from the corporate collapse, however, some key individuals have distanced themselves from the brand to ensure organisational stability, rather than being tarnished by the brand. The evidence from Breathtakers indicates that it is more difficult to tie the brand to the learning aspect of this step.

At Heatglow, a strategy has been implemented to increase focus on the brand, to build both the intra-brand and the entre-brand. This has involved the ongoing development of change strategies, but the organisation still appears to be operationally driven and sales focused. The senior management at Heatglow are aware of the need to include brand in the continuous change process, but often find it difficult to achieve this. The learning processes of the organisation have not received sufficient attention. Although the organisation has shifted to generation of executive development strategies, this has not been tied to the brand.
5.4 Chapter conclusion

This chapter has addressed the research question:

What is the framework for using the brand as a vehicle for change management?

The chapter began by explaining that a significant volume of data from the interviews remained unclassified after analyses of the two examples of the case study from branding and change management perspectives, as detailed in Chapter Four. This chapter has presented a significant modification of the Tan (1997) model for managing change to include a brand focus.

The chapter has provided definitions of two constructs, ‘entre-brand’ and ‘intra-brand’. These concepts were developed to assist in delineating when a brand is built within the marketplace (external to the corporation) and within the corporation itself to guide and motivate change.

This chapter has analysed previously excluded findings from the two case studies in relation to the use of a brand as a vehicle for change management in terms of a brand driven change management model. The concepts of inter-brand and entre-brand were applied throughout the presentation of the findings as a point of analysis to highlight when the management were focused on either of the two concepts.

This analysis has suggested that the Breathtakers organisation already has a substantial focus on its brand and has attempted to include brand focus in its management of the change process necessitated by its earlier corporate collapse. Breathtakers, it has been argued, remains weak in the area of change management. Since the brand has been linked to the change process, management has seemed better enabled to identify the changes required, sell and mobilise resources for the change, reinforce the change success and manage the demands of continuous change.
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The findings presented in this analysis has further suggested that the Heatglow management have attempted to increase their focus upon the brand within the organisational change management process. Nevertheless, the organisation continues to be operationally driven and sales focused to meet the demands of its Japanese parent in the creation of market-share and sales. Although the brand has been used to guide the human resources policies in recruitment and retention, there appear to be pockets of resistance, possibly throughout the organisation, that neither support nor value the brand.

Conclusions drawn from the findings of this study are reported in the following chapter. Conclusions derived from analyses of the operation of the companies forming the sample in terms of their approach to brand management, change management and the impact of the modified model to include brand focus are presented. The implications for the management of change through brand management in practice are also identified and discussed. Finally, chapter six provides recommendations for further research in view of both the opportunities revealed and the limitations created by the current research design and sample selection.
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Chapter Six: Conclusions and Implications

6.1 Introduction to chapter six

This study has reviewed traditional branding and change management approaches and investigated whether brand can be used as a vehicle for change management. This chapter presents conclusions drawn in relation to the research questions and presents implications for changing practice and undertaking further research. It contributes to emerging theory in two ways: by offering a bridge between branding and change management and by proposing a framework for incorporating brand into the change management process.

A review of current research literature and commentary in the areas of branding and change management led to the determination of the two research questions (Section 2.4.1):

1. What are the branding and change management processes used by organisational managers?
2. What is the framework for using brand as a vehicle for change management?

The following aims were formulated for the study (Section 1.9):

1. To establish whether two previously unrelated areas of organisational literature, namely branding and organisational change management could, in fact, be related;
2. To investigate the use of brand as a vehicle for organisational change management, to establish one possible linkage and to identify a bridge between the two previously unrelated areas of branding and change management literature;
3. To review two organisations with substantially different business plans and histories where the brand has been used as a vehicle for change management to provide a practical framework as a contribution jointly to the theoretical areas of branding and change management; and
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4. To present the findings and conclusions of the research to enable further research and change management implementation to be founded upon this emerging bridge between branding and change management.

The process of literature review (chapter two) established that a substantial number of researchers had investigated either branding or change management, but there had been no concerted attempt to link branding and change management through the use of brand as a vehicle for change management. The closest approximation to this was the need to adapt the organisation to better deliver upon the brand promise, or to become ‘brand-driven’ (Davis and Dunn, 2002). The literature review exposed a gap for exploration and the study was developed to undertake this exploration.

The methodology was designed to investigate how brand might be used as a vehicle for change management. The research methodology was developed in chapter three. The research overview (Section 3.3) described the process of selecting a qualitative approach to the methodology and the selection of the case study approach (Section 3.4.2) as being most suited to explore the issues raised within this study.

Two separate and distinct sample organisations were selected (Section 3.4.6) from ten possible sample sites to investigate the phenomena and seek answers to the proposed research questions. The examples investigated within this thesis each appeared to have used brand as a guiding and motivating force for the process of change management. The sample organisations were selected to provide the best possible reflective vehicle to approach the research questions. Access to these two sample organisations was available as the researcher was personally involved with each of the organisations.

Twenty-four interviews were collected across the sample organisations. Two preparatory interviews conducted to refine the interview protocol (see 3.5.3) were followed by fifteen interviews conducted among staff at Breathtakers. Seven interviews were conducted (Section 3.5.2.1) at Heatglow before it was
determined that no further substantial information was being gathered (data saturation – Glaser and Strauss, 1967). The interviews were taped and then transcribed. Notes taken during the interviews were added to these transcripts.

Thematic content analyses were undertaken on the interview transcripts from each of the twenty-four respondents (Section 3.6). The first stage of the content analysis was applied from the branding perspective adopting Aaker's (1996) framework (Section 3.6). The second stage of the content analysis was applied from the perspective of change management, adopting Tan's (1997) approach (Section 3.6). The findings from the perspective of brand and the perspective of change management were presented in chapter four.

On the basis of the data gathered for this study, Tan's (1997) model required modification to include brand focus because a substantial volume of data from the interviews remained unclassified after the first two analyses (Section 4.8). The underlying theme emerging from the previously unclassified data was that senior managers commonly, though not necessarily consciously, used brand as a focus for the change management process. A brand incorporated change management model was developed to incorporate the brand focus (Section 3.6) for undertaking a third content analysis of the interview transcripts. Chapter five presented the findings of this analysis.
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6.2 Conclusions emerging from chapter four

Chapter four presented the analysis for the two examples from the perspectives of branding (Aaker, 1996) (see 4.3 – 4.6) and change management (Tan, 1997) (see 4.7) to address the first research question:

What are the branding and change management processes used by organisational managers?

6.2.1 Conclusions from a branding approach

As a consequence of the findings of the study in chapter four, the following conclusions have been drawn:

6.2.1.1 The Aaker (1996) brand identity concept is a valuable tool for construction of branding strategies for organisations.

Aaker’s (1996) Brand Identity Planning model is a useful construct for organisations seeking to develop their corporate level entre-brand within the marketplace while supporting it at intra-brand level, within the organisation. The model is useful from three perspectives:

(i) Understanding the market context and trends for brand competitors, customers/consumers and the corporate brand offer within the market context. This helps senior management to generate a strategic brand analysis and positioning;

(ii) Understanding the brand in terms of its heritage, product base, personality, symbolic meaning and as an organisation to generate a value proposition in order to establish the brand-customer relationship; and
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(iii) Enabling the development of a Brand Identity Implementation system within the organisational context to develop brand position through the execution and tracking of brand management strategies.

Implications for practice: Applying a baseline application of Aaker's (1996) branding concepts to corporate environments confirms that a brand identity strategy is critical for organisations, this conclusion suggests the need for managers to:

- consider varied branding strategies for their organisations,
- generate strategic brand analyses, including competitive situation and customer/consumer preferences, and
- develop and execute branding strategies aimed at building the brand identity strategy.

6.2.1.2 It is necessary to have appropriate brand management structures in place to create adequate brand support from the organisation.

The implementation of a new brand management system is not an easy task. It can be quite turbulent and, if not managed effectively, can lead to high staff turnover and confusion within the organisation (Section 4.5.2) as well as lost opportunities for the corporation (Section 4.5.2).

Implications for practice: To establish a well-articulated brand management structure ensuring adequate and advantageous delivery of the brand to the marketplace, it is considered essential for organisations to establish:

- unequivocal support for the brand from the CEO and senior management team, reflected in the seniority of the brand manager, and
- build a brand management team to provide a focus on branding within the organisational context.
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This finding supports the work of previous researchers, including de Chernatony (2001) (see Section 2.2.5).

6.2.1.3 **Brand strength impacts on the organisation’s ability to develop branding strategies.**

An organisation with a strong brand such as Breathakers has a valuable tool to reach out to the marketplace. An organisation without such a strong brand, such as Heatglow, however, is disadvantaged within the marketplace when competitor's brands are stronger and offer consumer choice. This finding supports the work of previous researchers, including d'Alessandro (2001) (see Section 2.2.5).

Implications for practice: To enable senior management to create a clearer understanding of branding strategies that are suited to brand strength, this conclusion clearly implies the need for senior managers to conduct Aaker's (1996) strategic brand analysis to assess brand strength within the marketplace. Strategic application of this increased understanding would lead the organisation to benefit from its branding strategies through the implementation of improved procedures for brand planning.

6.2.1.4 **Focusing on a product brand can be detrimental to establishing a clear market proposition and position.**

Shifting from a product brand focus to a corporate brand focus may be a process fraught with difficulties, but it eventually leads to an increase in overall brand value for the corporation (Section 4.4.2). This finding supports the work of previous researchers, including Gregory (1997) and Ind (1997) (see Section 2.2.2.3).

Implications for practice: As brand managers and brand management teams establish a clear corporate level branding strategy, the need arises for the branding strategist to develop a brand architecture that incorporates both
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product and corporate brands and to create brand strategy with an appropriate balance between the focus on the product and corporate brands.

6.2.1.5 A series of less significant conclusions, equally supportive of previously published findings regarding aspects of branding, included:

(i) Longevity of the brand does not necessarily equate with increased brand awareness or market prominence (Section 4.4).

(ii) Communication to the market to execute brand strategies is a constant process requiring a number of different strategies (Section 4.5.1). This finding, particularly, confirms work by Aaker (1996), Kapferer (1997), de Chernatony (2001) and Gregory (2002) (see Section 2.2.3).

(iii) There is a need to maintain customer and consumer trust in the brand to maintain brand integrity (Section 4.5.1). This finding supports Aaker (1996) (see Section 2.2.4).

(iv) Organisations need to have a corporate branding strategy if they are to beat their competitors and get close to their customers (Section 4.5.2). This finding supports previous researchers, including Gregory (1997) and Ind (1997) (see Section 2.2.2.3)

(v) The collapse of an organisation does not necessarily equate to the collapse of an organisational brand (Section 4.5.1).

Implications for practice:

(i) Suggests the need for careful consideration by brand managers of the brand heritage and origins to determine the required improvements in brand awareness and market positioning.

(ii) Implies the need for brand managers to develop a suite of alternative market communication vehicles for the brand. Brand managers need to ensure the communication vehicles have breath and depth of market coverage to “saturate” the market with key brand messages to reinforce the brand position within the market.
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(iii) Suggests the need for organisations to establish a viable and believable brand position and ensure consistency of the brand message to the market. Managers need to constantly reinforce these brand messages through actions within the marketplace, including adequate customer service response in-line with the brand message.

(iv) Implies the need for organisations to establish a clear brand positioning within the marketplace that is responsive to competitive threat and customer/consumer needs and preferences. Managers are able to use their brands to secure a viable market position for their organisations and establish brand loyalty that ensures customers repeat business.

(v) Establishes the after-life of a brand that lives on after corporate collapse. This suggests that managers need to consider that even though an organisation has collapsed, a brand may have continued viability and value.

6.2.1.6 **Focusing solely on the brand limits the generation of organisational or change management strategies** (Section 4.5.1).

Implications for practice: The need to recognise the linkage between branding and change management moves beyond a focus solely upon the brand to the exclusion of the internal change management processes and suggests a requirement to better equip the organisation to generate a competitive market response. There is a need to extend the field of branding to encompass an approach change management within the organisational context. In this brand-driven change management context, managers of both the brand and the change management strategies need to consider their interrelationship to ensure they harness the power of the brand to achieve successful corporate change.

The conclusions drawn from this particular analysis strongly support previous research into the value of branding, however, they provide little suggestion, as yet, about how change might be implemented in either brand recognition or
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organisational focus. Clearly, there are variables involving organisational and change management strategies that impact upon the success of the brand.

6.2.2 Conclusions from a change management approach

As a consequence of the findings of the study presented in chapter four (Sections 4.7), the following conclusions have been drawn from the change management analysis of the two sample organisations.

6.2.2.1 Organisational managers reduce environmental turbulence and achieve a better foundation for their business if they actively seek to manage change within their organisations (Section 4.7).

This finding supports work by Nolan and Croson (1995) (see Section 2.3.3).

Implications for practice: Managers actively seeking to manage change within their organisations can position their organisations to navigate environmental change and turbulence by:

- increasing their understanding of, and tracking environmental changes to assess, their potential impact on the organisation’s future;
- initiating strategic intent formulation and vision setting policies to take account of environmental turbulence; and
- strategically positioning the organisation for rapid response to change management strategies developed subsequent to the environmental analysis.

6.2.2.2 Better positioned managers are proactive, rather than reactive, to environmental change to identify and define the changes needed within the organisational context and to create a sustainable position for the organisation (Sections 4.7.1. and 4.7.2).
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This finding supports work by Kochan and Unseem (1992) (see Section 1.6.1).

Implications for practice: Actively seeking to manage change within their organisations in a proactive manner, managers must identify and understand environmental change pressures in terms of social, technological, economic, environmental and political changes that are occurring external to the organisation. Organisational managers must plan organisational responses to better position the organisation to meet the future challenges of the organisation.

6.2.2.3 A clear vision of required change management processes is necessary to create a successful corporate future (Section 4.7.2).

This finding supports work by Kotter (1996) and Clarke (1994) (see Section 2.3.4).

Implications for practice: Managers need to initiate practical visioning processes to formulate a credible and sustainable future strategic vision for the corporation.

6.2.2.4 Tan’s (1997) change management model offers a useful approach to managing the change process.

The steps involved have been confirmed through the analysis undertaken in this study as important in guiding management attempts to manage the change process.

Specific supporting conclusions regarding Tan’s (1997) change management framework include:

(i) Mobilising resources is critical to responding to market and organisation changes. (Section 4.7.4.1).
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Continuous learning and change may be the last step of the Tan (1997) model, but it is a fundamental underpinning of the entire change management process (see Sections 2.3.4 and 4.7.7).

Implications for practice: Effective managers will increasingly need to be able to apply Tan's (1997) change management model within a corporate environment. This finding implies that managers need to understand each of the steps suggested by Tan (1997) and the impact of these on their corporate planning processes.

6.2.3 Conclusions from branding and change management approaches

The following two conclusions emerge from an association of the branding (Sections 4.3 – 4.6) and change management (Section 4.7) findings presented in chapter four:

6.2.3.1 Neither branding nor change management by themselves are sufficient to explain transformational changes within an organisation.

Implications for practice: It is suggested that effective management must remain responsive to both internal and external changes at macro and micro levels to maintain competitive position. Increased awareness of the values and beliefs held by personnel within an organisation can provide useful insights into the reasons driving or blocking change.

6.2.3.2 Fragmented approaches to either branding or change management are likely to be detrimental to the organisation.

Implications for practice: To create sustainable branding strategies within the organisational context and establish brand management structures in a consistent and coherent manner throughout the organisation, managers must focus on creating both brand and change management strategies that anticipate
and identify positive and pro-active approaches to change. The active management of both strategies within the organisational context will enable managers to create a sustainable position and direction for the creation of the successful organisational future.

6.3 Conclusions emerging from chapter five

Chapter five specifically addressed the second research question:

What is the framework by which brand is used as a vehicle for change management?

Chapter five revisited the data from the perspective of using brand as a vehicle for change management. Applying a modification of Tan's (1997) change management framework and introducing the concepts of entre-brand and intra-brand, the chapter five findings (Sections 5.3) have led to the following conclusions:

6.3.1 A modification of Tan's (1997) change management framework is required to explain the interrelation between brand and change management.

The Tan (1997) framework, by itself, appears adequate to describe the change process within the sample organisations in this study. Similarly, Aaker's brand identity system (1996) appears adequate to explain branding concepts within the sample organisations. Respondents to this study have indicated, however, that the change management processes they use within their organisations can benefit from using brand as the vehicle for change management. In response to this observation, the modification of the Tan (1997) framework (presented in Table 6.1) was found to be useful to describe the interrelation between brand and change management. Using brand as a vehicle for change management, this study, therefore, offers one possible linkage between the two previously unrelated areas.
Conclusions and Implications

Implications for practice: To link brand and change management models, managers must consider the inclusion of brand in change management and apply an integrated model to eliminate wasteful practices, streamline the organisation planning process and improve internal brand focus. Managers must focus simultaneously on the brand and the creation of strategic intent build a sustainable future for both the brand and the organisation.

By utilising the incorporated framework, managers and organisations can:

1. Better energise the change process within the organisational process to enable a smoother transition to create organisational growth;
2. Leverage the commitment that employees feel towards the brand to facilitate implementation plan adoption throughout the entire organisation;
3. Reduce the negative associations of traditional change processes by focusing on the positives of the brand; and
4. Understand how the value of the brand is communicated throughout both the marketplace and the organisation to allow for the successful communication and implementation of change.

In the light of these actions, senior management need to be seeking increasingly sophisticated approaches for linking branding and change management to extend the brand incorporated change management model proposed in this study.
Conclusions and Implications

Table 6.1: Modified change management framework to incorporate use of a brand as a vehicle for change management

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anticipating change</td>
<td>Include brand in the anticipation of change</td>
</tr>
<tr>
<td>2</td>
<td>Identifying the change</td>
<td>Include brand in identifying the change</td>
</tr>
<tr>
<td>3</td>
<td>Sell the change</td>
<td>Include brand in selling the change</td>
</tr>
<tr>
<td>4</td>
<td>Mobilising resources for change</td>
<td>Include brand in mobilising resources for change</td>
</tr>
<tr>
<td>5</td>
<td>Breaking down comfort zones</td>
<td>Include brand in breaking down comfort zones</td>
</tr>
<tr>
<td>6</td>
<td>Reinforcing change success</td>
<td>Include brand in reinforcing change success</td>
</tr>
<tr>
<td>7</td>
<td>Continuous learning and change</td>
<td>Include brand in continuous learning and change</td>
</tr>
</tbody>
</table>

Validation of the brand incorporated change management framework was provided through feedback from a focus group of change agents (see Section 3.7.2) who indicated that the use of brand as a vehicle for change management is an approach rooted in the practical experience of people involved in the daily management of change.

From their practical experience, the use of brand as the vehicle for change management was neither a new nor an uncommon phenomenon to these professional change agents. More significantly, however, they reported that while the approach was familiar, they had not seen it consciously articulated before. To this extent, then, it is proposed that this conclusion provides the basis for a new research approach to strategic change management.

Although the model proposed to include brand (See table 6.1) has been useful for the purposes of this study, simply adding two approaches together does not appear to provide a comprehensive framework for the use of brand as a vehicle for change management. It is a conclusion of this study, instead, that a more sophisticated model is needed to adequately explain the interrelation of the two elements that have formed the focus of this study.
Conclusions and Implications

6.3.2 The twin concepts of 'entre-brand' and 'intra-brand' are useful to distinguish between when brand is used externally within the marketplace and internally within the organisation.

The concepts of *entre-brand* (market-focused) and *intra-brand* (organisation-focused) were introduced to provide a distinction between when brand is considered within the marketplace and within the corporation (Section 5.2.2).

In this study, *entre-brand* is defined as:

*Entre-brand* is the reference set of expectations in the marketplace that establishes the commercial and operating requirements for market identity and strategic positioning of the enterprise.

*Intra-brand* is defined as:

*Intra-brand* is belief systems of personnel and internal stakeholders that align their offer of product and services to their customer's expectations established by the brand.

Seeing the brand as comprising two components, namely the *entre-brand* and the *intra-brand* enabled clarity of focus to emerge from the study. It provided recognition that management can focus both on changes that must occur to the brand in the external environment (*entre-brand*) and change management that must occur within the organisation through the brand (*intra-brand*).

Implications for practice: The concepts of *entre-brand* and *intra-brand* are useful in assisting managers to understand distinctions between the brand in the marketplace and the organisational context. Senior management are able to develop improved processes for managing *intra-brand* to achieve successful change implementation whilst, at the same time, managing their *entre-brand*. Conscious articulation of the differences between entre-brand and intra-brand within the organisation offer increased opportunities for developing a shared language of communication and increasing 'buy-in' to change initiatives.
Supporting conclusions relating to the intra-brand/entre-brand concepts:

(i) A strong intra-brand can benefit the corporation by generating a coherent force for managing change.

(ii) It is desirable to have both a strong intra-brand and entre-brand.

(iii) Ente-brand changes are more likely to gain organisational support when a strong loyalty to the intra-brand has been established (Section 5.3.3.1).

(iv) Corporate level intra-branding is useful in constructing and reconstructing organisational identity.

6.3.3 Linking the brand to the vision creates a guiding force for change management.

The overall experience of the sample organisations suggests that active focus on the brand and linking it to the vision for the organisation has enabled senior management to deal with increased complexity through management of both the brand and the organisational change process at the same time. It indicates that there needs to be a more sophisticated approach in the organisation’s response to both the need to change and the need to respond to the market through the brand.

Implications for practice: Managers can extend branding practice through an enhancement that may be found within the field of change management. Linking brand to the corporate vision, they can then develop appropriate strategies derived from this alignment to create a brand-powered guiding force for change within their organisations.
Conclusions and Implications

6.3.4 Transition from a selling to a marketing culture to include and support the brand can create its own set of inherent difficulties in the change management process.

Three supporting conclusions relating to this are:

(i) The marketing culture and market focus can conflict with an old-style, bottom-line sales culture (Section 5.3.2.2).

(ii) Being too operationally focused and sales driven can preclude the necessary mindset for thinking strategically about the inclusion of brand in the change management process (Section 5.7.7.2).

(iii) The creation of a market-focused and flexible, adaptive and responsive organisation is likely to be beneficial to the organisation. Remaining operationally focused appears, in the longer term, to be counter-productive to effective change implementation (Section 5.7.7.2).

Implications for practice: With greater awareness in the inherent difficulties and conflicts involved in the process, managers can facilitate the transition from a sales based culture to a marketing based culture. Through increased focus on brand, managers can adapt the organisation to increase flexibility, adaptiveness and responsiveness to changing market conditions.

6.3.5 There appear to be issues impacting upon each organisation that are still not necessarily explained within the analytical frameworks applied in this study (Section 5.3.6).

Some of these issues may include change readiness, stability within the organisation, and succession planning.
Implications for practice: Managers are increasingly aware of the complexities and difficulties in managing brand during periods of change. Understanding how their organisations can be changed by utilising the power of the brand whilst, at the same time, seeking new and different models for how the brand can be used as a vehicle for change management, offers a potentially powerful addition to managers' strategic capacity.

6.4 Summary - interpretation of conclusions

The findings from this study strongly suggest that managers seeking to introduce change within their organisation need to apply a process of synthesis between branding and organisational change management. To achieve transformational rather than incremental change, the role of the organisational brand must be given sufficient intra-brand status to enable its application in the management of change. In this process, intra-brand can be used as a guiding force or principle that reorientates the firm to identify and accept innovative management solutions in difficult change situations. This study suggests that brand can be the integrative force in constructing change management solutions within the organisational context.

Breaking new research ground, the findings from this study link the previously separate fields of branding and change management to present the application of brand as a vehicle for change management. This is a practical contribution to the theory of change management and opens up further avenues for change managers, brand managers and organisational decisions makers to generate market-focused strategies for their organisations. It is expected that the application of the insights provided from this study will lead to new and different understandings of ways to leverage branding and change management to support on-going strategic development within the organisation.

The major conclusions of the study are summarised in Table 6.2 regarding branding, Table 6.3 regarding change management, Table 6.4 regarding
Conclusions and Implications

branding and change management and Table 6.5 regarding using brand as a vehicle for change management.

Table 6.2: Summary of conclusions – branding approach

<table>
<thead>
<tr>
<th>No.</th>
<th>Conclusion</th>
<th>Chapter one/two references</th>
<th>Chapter four references</th>
<th>Chapter five references</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1.1</td>
<td>The Aaker (1996) brand identity concept is a valuable tool for construction of branding strategies for organisations.</td>
<td>2.2.4</td>
<td>4.3 – 4.6</td>
<td>-</td>
</tr>
<tr>
<td>6.2.1.2</td>
<td>It is necessary to have appropriate brand management structures in place to create adequate brand support from the organisation.</td>
<td>2.2.5 – 2.2.6</td>
<td>4.3 – 4.6 specifically 4.5.2</td>
<td>-</td>
</tr>
<tr>
<td>6.2.1.3</td>
<td>Brand strength impacts on the organisation’s ability to develop branding strategies.</td>
<td>2.2.5</td>
<td>4.5.1</td>
<td>-</td>
</tr>
<tr>
<td>6.2.1.4</td>
<td>Focusing on a product brand can be detrimental to establishing a clear market proposition and position.</td>
<td>2.2.2.1 – 2.2.2.3</td>
<td>4.3.2 – 4.4.2</td>
<td>-</td>
</tr>
<tr>
<td>6.2.1.5</td>
<td>A series of less significant conclusions, equally supportive of previously published findings regarding aspects of branding, included:</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(i) Longevity of the brand does not necessarily equate with increased brand awareness or market prominence;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>(ii) Communication to the market to execute brand strategies is a constant process requiring a number of different strategies;</td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(iii) There is a need to maintain customer and consumer trust in the brand to maintain brand integrity;</td>
<td></td>
<td></td>
<td>4.5.1</td>
</tr>
<tr>
<td></td>
<td>(iv) Organisations need to have a corporate branding strategy if they are to beat their competitors and get close to their customers; &amp;</td>
<td>2.2.2.3</td>
<td>4.5.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(v) The collapse of an organisation does not necessarily equate to the collapse of an organisational brand.</td>
<td></td>
<td></td>
<td>4.5.1</td>
</tr>
<tr>
<td>6.2.1.6</td>
<td>Focusing solely on the brand limits the generation of organisational or change management strategies.</td>
<td>2.4</td>
<td>4.3 – 4.6 specifically 4.5.1</td>
<td>-</td>
</tr>
</tbody>
</table>
## Conclusions and Implications

### Table 6.3: Summary of conclusions – change management approach

<table>
<thead>
<tr>
<th>No.</th>
<th>Conclusion</th>
<th>Chapter one/two references</th>
<th>Chapter four references</th>
<th>Chapter five references</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.2.1</td>
<td>Organisational managers reduce environmental turbulence and achieve a better foundation for their business if they actively seek to manage change within their organisations</td>
<td>2.3.3</td>
<td>4.7</td>
<td>-</td>
</tr>
<tr>
<td>6.2.2.2</td>
<td>Better positioned managers are proactive, rather than reactive, to environmental change to identify and define the changes needed within the organisational context and create a sustainable position for the organisation</td>
<td>1.6.1</td>
<td>4.7.1 – 4.7.2</td>
<td>-</td>
</tr>
<tr>
<td>6.2.2.3</td>
<td>A clear vision of required change management processes is necessary to create a successful corporate future</td>
<td>2.3.4</td>
<td>4.7.2</td>
<td>-</td>
</tr>
<tr>
<td>6.2.2.4</td>
<td>Tan's (1997) change management model offers a useful approach to managing the change process. Supporting conclusions regarding Tan’s (1997) model include:</td>
<td>2.3.4</td>
<td>4.7</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(i) Mobilising resources is critical to deal adequately with responding to market and organisation changes; and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(ii) Continuous learning and change may be the last step of the Tan (1997) model, but is a fundamental underpinning of the entire change management process.</td>
<td></td>
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</tbody>
</table>

### Table 6.4: Summary of conclusions – branding and change management approaches

<table>
<thead>
<tr>
<th>No.</th>
<th>Conclusion</th>
<th>Chapter one/two references</th>
<th>Chapter four references</th>
<th>Chapter five references</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.3.1</td>
<td>Neither branding nor change management by themselves are sufficient to explain transformational changes within an organisation.</td>
<td>2.2 – 2.3</td>
<td>4.3 – 4.7</td>
<td>-</td>
</tr>
<tr>
<td>6.2.3.2</td>
<td>Fragmented approaches to either branding or change management are likely to be detrimental to the organisation.</td>
<td>2.2 – 2.3</td>
<td>4.3 – 4.7</td>
<td>-</td>
</tr>
</tbody>
</table>
## Conclusions and Implications

### Table 6.5: Summary of conclusions – using brand as a vehicle for change management

<table>
<thead>
<tr>
<th>No.</th>
<th>Conclusion</th>
<th>Chapter one/two references</th>
<th>Chapter four references</th>
<th>Chapter five references</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3.1</td>
<td>A modification of Tan’s (1997) change management framework is required to explain the interrelation between brand and change management. A more sophisticated model is needed to adequately explain the interrelation of the two elements that have formed the focus of this study.</td>
<td>2.4</td>
<td>4.8</td>
<td>5.2 – 5.3</td>
</tr>
</tbody>
</table>
| 6.3.2 | The twin concepts of ‘entre-brand’ and ‘intra-brand’ are useful to distinguish between when brand is used externally within the marketplace and internally within the organisation. Supporting conclusion relating to this are:  
(i) A strong intra-brand can benefit the corporation by generating a coherent force for managing change;  
(ii) It is desirable to have both a strong intra-brand and entre-brand;  
(iii) Entre-brand changes are more likely to gain organisational support when a strong loyalty to the intra-brand has been established; and  
(iv) Corporate level intra-branding is useful in constructing and reconstructing organisational identity. | -                          | -                       | 5.2.2                   |
| 6.3.3 | Linking the brand to the vision creates a guiding force for change management | -                          | -                       | 5.3                     |
| 6.3.4 | Transition from a selling to marketing culture to include and support the brand can create its own set of inherent difficulties in the change management process. Supporting conclusions relating to this:  
(i) The marketing culture and market focus can conflict with an old-style, bottom-line sales culture;  
(ii) Being too operationally focused and sales driven can preclude the necessary mindset for thinking strategically about the inclusion of brand in the change management process; and  
(iii) The creation of a market-focused and flexible, adaptive and responsive organisation is likely to be beneficial to the organisation. | -                          | -                       | 5.3                     |
| 6.3.5 | There appear to be issues impacting upon each organisation that are still not necessarily explained within the analytical frameworks applied in this study | -                          | -                       | 5.3.6                   |
Conclusions and Implications

6.5 Summary - implications for practice

The major findings of this study indicate that using brand as a vehicle for change management provides a viable linkage between branding and change management. One-way of achieving this has been described the application of a brand-incorporated modification of Tan's (1997) change management framework.

A description of the practical implications following from the conclusions to this study, have suggested how the perspective of management may need to shift to simultaneously encompass both branding within the marketplace (entre-brand) and the management of change within the organisational context through the brand (intra-brand).

Summaries of implications are shown from a branding perspective in Table 6.6, a change management perspective in Table 6.7, a brand and change management perspective in Table 6.8 and from the perspective of using a brand as a vehicle for change management in Table 6.9
### Table 6.6: Summary of implications for practice - branding approach

<table>
<thead>
<tr>
<th>Conclusion</th>
<th>Implications summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1.1</td>
<td>Confirming a baseline application of Aaker's (1996) branding concepts to corporate environments confirms that a brand identity strategy is critical for organisations.</td>
</tr>
<tr>
<td>6.2.1.2</td>
<td>To establish a well articulated brand management structure ensuring adequate and advantageous delivery of the brand to the marketplace, it is considered essential for organisations to establish: unequivocal support for the brand from the CEO and senior management team, reflected in the seniority of the brand manager, and build a brand management team to provide a focus on branding within the organisational context.</td>
</tr>
<tr>
<td>6.2.1.3</td>
<td>To enable senior management to create a clearer understanding of branding strategies that are suited to brand strength, this conclusion clearly implies the need for senior managers to conduct Aaker's (1996) strategic brand analysis to assess brand strength within the marketplace. Strategic application of this increased understanding would lead the organisation to benefit from its branding strategies through the implementation of improved procedures for brand planning.</td>
</tr>
<tr>
<td>6.2.1.4</td>
<td>As brand managers and brand management teams establish a clear corporate level branding strategy, the need arises for the branding strategist to develop a brand architecture that incorporates both product and corporate brands; and to create brand strategy with an appropriate balance between the focus on the product and corporate brands.</td>
</tr>
</tbody>
</table>
| 6.2.1.5    | (i) Suggests the need for careful consideration by brand managers of the brand heritage and origins to determine the required improvements in brand awareness and market positioning.  
(ii) Implies the need for brand managers to develop a suite of alternative market communication vehicles for the brand. Brand managers need to ensure the communication vehicles have breath and depth of market coverage to “saturate” the market with key brand messages to reinforce the brand position within the market.  
(iii) Suggests the need for organisations to establish a viable and believable brand position and ensure consistency of the brand message to the market. Managers need to constantly reinforce these brand messages through actions within the marketplace, including adequate customer service response in-line with the brand message.  
(iv) Implies the need for organisations to establish a clear brand positioning within the marketplace that is responsive to competitive threat and customer/consumer needs and preferences. Managers are able to use their brands to secure a viable market position for their organisations and establish brand loyalty that ensures customers repeat business.  
(v) Establishes the after-life of a brand that lives on after corporate collapse. This suggests that managers need to consider that even though an organisation has collapsed, a brand may have continued viability and value. |
| 6.2.1.6    | The need to recognise the linkage between branding and change management moves beyond a focus solely upon the brand to the exclusion of the internal change management processes and suggests a requirement to better equip the organisation to generate a competitive market response. There is a need to extend the field of branding to encompass and approach change management within the organisational context. In this brand-driven change management context managers of both the brand and the change management strategies need to consider the interrelationship between branding and change management to ensure they harness the power of the brand to achieve successful corporate change management. |
Conclusions and Implications

Table 6.7: Summary of implications for practice – change management approach

<table>
<thead>
<tr>
<th>Conclusion</th>
<th>Implications summary</th>
</tr>
</thead>
</table>
| 6.2.2.1    | Managers actively seeking to manage change within their organisations can position their organisations to navigate environmental change and turbulence by:  
• increasing their understanding of, and tracking environmental changes to assess their potential impact on the organisation’s future;  
• instigating strategic intent formulation and vision setting policies to take into consideration environmental turbulence; and  
• strategically positioning the organisation for rapid response to change management strategies developed subsequent to the environmental analysis. |
| 6.2.2.2    | Actively seeking to manage change within their organisations in a proactive manner, managers must identify and understand environmental change pressures in terms of social, technological, economic, environmental and political changes that are occurring external to the organisation. Organisational managers must plan organisational responses to better position the organisation to meet the future challenges of the organisation. |
| 6.2.2.3    | Managers need to initiate practical visioning processes to formulate the future strategic vision for the corporation. |
| 6.2.2.4    | Effective managers will increasingly need to be able to apply Tan’s (1997) change management model within a corporate environment. This finding implies that managers need to understand each of the steps suggested by Tan (1997) and the impact of these on their corporate planning processes. |

Table 6.8: Summary of implications for practice – branding and change management approach

<table>
<thead>
<tr>
<th>Conclusion</th>
<th>Implications summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.3.1</td>
<td>It is suggested that effective management must remain responsive to both internal and external changes at macro and micro levels to maintain competitive position. Increased awareness of the values and beliefs held by personnel within an organisation can provide useful insights into the reasons driving or blocking change.</td>
</tr>
<tr>
<td>6.2.3.2</td>
<td>To create sustainable branding strategies within the organisational context and establish brand management structures in a consistent and coherent manner throughout the organisation, managers must focus on creating both brand and change management strategies that anticipate and identify positive and proactive approaches to change. The active management of both strategies within the organisational context will enable managers to create a sustainable position and direction for the creation of the successful organisational future.</td>
</tr>
</tbody>
</table>
## Conclusions and Implications

Table 6.9: Summary of implications for practice – using brand as a vehicle for change management

<table>
<thead>
<tr>
<th>Conclusion</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3.1</td>
<td>To link brand and change management models, managers must consider the inclusion of brand in change management and apply an integrated model to eliminate wasteful practices, streamline the organisation planning process and improve internal brand focus. Managers must focus simultaneously on the brand and the creation of strategic intent build a sustainable future for both the brand and the organisation.</td>
</tr>
<tr>
<td>6.3.2</td>
<td>The concepts of <em>entre-brand</em> and <em>intra-brand</em> are useful in assisting managers to understand distinctions between the brand in the marketplace and the organisational context. Senior management are able to develop improved processes for managing <em>intra-brand</em> to achieve successful change implementation whilst, at the same time, managing their <em>entre-brand</em>. Conscious articulation of the differences between entre-brand and intra-brand within the organisation offer increased opportunities for developing a shared language of communication and increasing 'buy-in' to change initiatives.</td>
</tr>
<tr>
<td>6.3.3</td>
<td>Managers can extend branding practice through an enhancement that may be found within the field of change management. Linking brand to the corporate vision, they can then develop appropriate strategies derived from this alignment to create a brand-powered guiding force for change within their organisations.</td>
</tr>
<tr>
<td>6.3.4</td>
<td>With greater awareness in the inherent difficulties and conflicts involved in the process, managers can facilitate the transition from a sales based culture to a marketing based culture. Through increased focus on brand, managers can adapt the organisation to increase flexibility, adaptiveness and responsiveness to changing market conditions.</td>
</tr>
<tr>
<td>6.3.5</td>
<td>Managers are increasingly aware of the complexities and difficulties in managing brand during periods of change. Understanding how their organisations can be changed by utilising the power of the brand whilst, at the same time, seeking new and different models for how the brand can be used as a vehicle for change management, offers a potentially powerful addition to managers' strategic capacity.</td>
</tr>
</tbody>
</table>
6.6 Implications for future research

The implications for further research design are drawn from the personal experience of the researcher in the conduct of the study, from recognition of the limitations of the research structure applied in this study, and from recognition of the practical needs of organisations faced with the need to achieve transformational change.

6.6.1 A personal research journey

The definition and scoping of this study proved to be extremely difficult. Initially, the study focused on the branding processes of Breathtakers and was targeted to the potential processes of revitalising the brand. The process of expanding this to achieve a focus on change management involved a complete switch from my initial branding orientation to a focus on change management.

The linkage between the two areas only emerged after frequent and intense discussions with the research supervisor who offered guidance and direction to shape the study towards its broader intention, the potential for a linkage between branding and change management. It was a difficult research process. I would recommend reading in depth in the area of interest to discover avenues for research prior to the commitment to the delineated area of the research topic.

Once a firm decision had been arrived at regarding the topic, I would suggest that earlier commencement of preliminary interviews backed up by discussions with the research supervisor would have the beneficial impact of clarifying the intent of the research and interview focus.

At a more pragmatic level, it was difficult to schedule and arrange the interviews for the study. It is suggested that patience and understanding is needed because delayed responses and rescheduling of busy respondents do not always fit easily with the demands of a tight research schedule.
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I feel that I started my second round of interviews too long after the preliminary interviews, but the attenuated nature of the conduct of the research does allow for the emergence of ideas and concepts, as the concepts of ‘entre-brand’ and ‘intra-brand’, for example, were born of this enforced gestation period.

It has been pleasing to discover and develop the concepts of entre-brand and intra-brand. Hopefully, future researchers and practitioners will find these constructs useful in differentiating between marketplace and employee viewpoints of the brand (this implication for further research is expanded in Section 6.7.3).

6.7 Suggestions for future research

The value and power of the brand is yet to be fully understood. This research study has discovered a major linkage between the areas of change management and branding which points to many more avenues for research and investigation about the linkage between branding and organisational change management. These are discussed in this section.

It has emerged that neither of the two main areas of literature considers the other directly and it seems likely that this represents a new and exciting area for branding and change management researchers, theorists, writers and practitioners.

The research conducted within this study has opened up many different possibilities for further research into the linkage between branding and change management. The more important of these, from the perspective of this current study, include the following:

6.7.1 How to manage organisational change with brand as the vehicle when there is more than one brand or there has been a merger?
Conclusions and Implications

While work has been undertaken into the control of brand across a merger, useful studies in managing the succession of a brand during an ownership change or alliance development might be undertaken with, to list a few Australian examples:

- State Bank of Victoria – Commonwealth Bank of Australia;
- Bank of Melbourne – Westpac; and
- ANZ – NBNZ.

6.7.2 Further research is needed to understand how the incorporated framework can be applied to other organisations, including, investigation of the implications of the implementation of the framework and longitudinal studies (see section 3.7.2 and conclusion 6.3.1). Further investigation of how each stage of the incorporated framework impacts upon every other stage is needed to understand the interrelationship, limitations and benefits of the proposed incorporated model. In addition, it would be beneficial to investigate more sophisticated frameworks for using brand as a vehicle for change management. This would lead to a major extension of the work covered within this study - which points to the need for a more sophisticated framework than the essentially additive modification of Tan (1997) previously described (section 6.3.1).

6.7.3 The most important implication for research from this study, it is argued, is that a major, possibly integrated study needs to be undertaken to generate an understanding of the relationships between the fields of branding and change management. This study would need to expand upon, and further establish the bridge between these two fields.

As a corollary, researching to establish a clear understanding of the distinction between ‘intra-brand’ and ‘entre-brand’ and study of the boundaries between the two concepts would seem to be an interesting and valuable extension (see Conclusion 6.3.2). Further research
Conclusions and Implications

investigations could include what happens to the change process if the entre-brand or intra-brands are weak or strong?

The process of analysis of the case study examples has been a valuable experience, which unfortunately could not be extended to further organisations due the limitations and time constraints of the study (see 3.4.6). Further research studies would do well to consider the impact of the degree of change, major or minor, on both the organisation and the brand.

6.7.4 As identified in drawing the conclusion, it is important to recognise that there are issues beyond those involving integration of brand and change management approaches which were not explained in this study. Research into those elements of organisational culture and management resistance to change implementation which so often complicate the development of uncomplicated theory are still to be resolved. Apparently simple issues deriving from the implications of organisational size and culture main similarly unexamined. Their research within organisations such as Breathtakers and Heatglow, both of which claim some application of brand as a vehicle for change management, may illuminate their, usually unrecognised, impact.

6.8 Conclusion to the thesis

This research study indicates that senior organisational managers need to consider both the branding and change management strategies employed by organisations to achieve stellar growth and to sustain future success. To achieve these ends, it is argued; managers must explore branding beyond the traditional confines of the marketing department and bring it into the province of the strategic management team to increase its importance within the organisational context backed by support from the CEO and the board of directors.
Conclusions and Implications

Senior management can no longer ignore branding and change management imperatives for their organisations. They must consider at the same time the impacts of their decisions both on brand within the minds of consumer and the marketplace (entre-brand), and of organisational change initiatives within the minds of their own staff (intra-brand).

The brand-incorporated change management framework developed and applied in this study represents a linkage between traditionally separated branding and change management strategy. The findings indicate that, in the Breathtakers example, brand focus underpinned a change process, as proposed. In addition, at Heatglow, although the senior management presumed to include brand considerations as a focus in the change management process, they appeared to be less successful than at Breathtakers.

A deeper understanding of both branding and organisational change processes and the linkages between the two has emerged through the process of the study. It seemed surprising, initially, that such a gap appeared in the literature between branding and change management. Further reflection suggests, however, that researchers tend to become blinded, as do organisational managers, by the pressure for short-term success and the constraints of their own increasing specialisation. Many new areas of interest have been exposed by the discovery of this gap. A number of these have been identified as offering potential for further research (see Section 6.6).

From this study, it is clear that brand can be used as a vehicle for change management in practical organisational situations.
Bibliography


Appendix one
Organisation letter

On the letterhead of Swinburne University
Graduate School of Entrepreneurship

To: Chief Executive Officer
Heatglow

Dear Bruce,

Thank you for the opportunity to conduct the study about branding and change management with your organisation, Heatglow.

As you are aware the study is an exploration of the process of using a brand as a vehicle for change management and will make a major contribution to my doctoral study at Swinburne University.

As a substantial part of this study, individual in-depth interviews are being conducted to research the process of how a brand can be used as a vehicle for change management. I believe that your organisation will make an invaluable contribution to the research. The opportunity to meet with your staff and discuss both branding and change management processes is highly relevant to my research.

All information supplied by your organisation will be treated in the strictest confidence.

Any questions regarding the conduct of the investigation or with the treatment of the data can be addressed to the Senior Investigator:
Dr. Neil E. Béchervaise
Graduate School of Entrepreneurship – Telephone: 03-9214 5863

Thank you for your support

Sara Jane Shelton
Appendix two
Interview protocol

Consent audio-taping of the interview was gained prior to the conduct of each interview.

The information sheet regarding the study was given to the interviewee and a consent form signed by the interviewee prior to the commencement of the interview.

The interviews were semi-structured. The questions allowed for a focus on probing and including the following:

1. What has your role been in managing organisational change? (current and/or other organisations)
2. What has your role been in managing the development of brands? (current and/or other organisations)
3. What would be regarded as the major changes in the operations of the company in the last few years? Also, why have you selected these as the major changes?
4. What has your involvement been in the introduction of support for or variance of those changes? Can you provide any examples?
5. Now looking at the last year or so, what has the impact of branding been upon the identity of the company or the operations of the company in relation to these changes? What role has the brand played in these changes (if any)?
6. Have any organisational changes been required to refocus the marketing and the management of the company? If yes, what were the significant factors leading to those changes?
7. How will outcomes of these changes be measured and monitored to ensure they are on-going and sustainable? What do you see as your role in the introduction of these changes?
8. How would this contribute to the CEO’s view of these issues and concerns over this period?
Appendix three
Information sheet for interviewees

On the letterhead of Swinburne University
Graduate School of Entrepreneurship

Brand as a vehicle for change management

Dear ,

Thank you for agreeing to assist in this doctoral research project. The scope of the research is the exploration of the process involved in using a brand as a vehicle for change management.

As a substantial part of this study, individual in-depth interviews are being conducted to research the process of how a brand can be used as a vehicle for change management. I believe that your contribution to the research and your views on both branding and change management processes is highly relevant to my research.

The expected length of the interview will be approximately one hour. Your participation in the project is invaluable, but you may withdraw at any time. If you feel the need to withdraw, all material and information you have provided will be destroyed or returned to you.

Please complete the consent form below. An information sheet about the project is attached for your records.

All information supplied by you will be treated in the strictest confidence.

The research will be conducted by Sara Jane Shelton
03 9696 9595.

Any questions regarding the conduct of the investigation or with the treatment of the data can be addressed to the Senior Investigator:
Dr. Neil E. Béchervaise
Graduate School of Entrepreneurship – Telephone: 03-9214 5863

In the event of any complaint about the way you have been treated during the study, or a query that the Senior Investigator has been unable to satisfy, please write to:
The Chair, Human Research Ethics Committee,
Swinburne University
PO Box 218
HAWTHORN VIC 3122

Thank you for your support

Sara Jane Shelton
Appendix four
Interviewee consent form

On the letterhead of Swinburne University
Graduate School of Entrepreneurship

Brand as a vehicle for change management

The scope of the research is the exploration of the process involved in using a brand as a vehicle for change management.

As a substantial part of this study, individual in-depth interviews are being conducted to research the process of how a brand can be used as a vehicle for change management. I believe that your contribution to the research and your views on both branding and change management processes is highly relevant to my research.

The expected length of the interview will be approximately one hour.

Your participation in the project is invaluable, but you may withdraw at any time. If you feel the need to withdraw, all material and information you have provided will be destroyed or returned to you.

All information supplied by you will be treated in the strictest confidence.

The research will be conducted by Sara Jane Shelton
03 9696 9595.

Any questions regarding the conduct of the investigation or with the treatment of the data can be addressed to the Senior Investigator:
Dr. Neil E. Béchervaise
Graduate School of Entrepreneurship – Telephone: 03-9214 5863

In the event of any complaint about the way you have been treated during the study, or a query that the Senior Investigator has been unable to satisfy, please write to:
The Chair, Human Research Ethics Committee,
Swinburne University
PO Box 218
HAWTHORN VIC 3122

Thank you for your support

Sara Jane Shelton

I, ........................................ have read the information sheet relating to Sara Jane Shelton’s research for the DBA at Swinburne University on the topic of “Using a brand as a vehicle for change management.”

I hereby give permission for this interview to be tape-recorded and for extracts from my interview to be used for academic purposes, such as journal articles and publication of Doctoral theses. I understand that I will not be personally identified in this process and that I have the right to withdraw from the research project at any point.

Signature _____________________________ Date _____________________
Appendix five
Example of content analysis procedure

First of all each item of the modified framework was allocated a colour, for example, 1. Include the brand in the anticipation of change was allocated the colour red (Table A5.1).

Table A5.1: Modified framework - allocation of colour for coding

<table>
<thead>
<tr>
<th>Modified Framework</th>
<th>Colour allocated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include brand in the anticipation of change</td>
<td>Red</td>
</tr>
<tr>
<td>Include brand in identifying the change</td>
<td>Orange</td>
</tr>
<tr>
<td>Include brand in selling the change</td>
<td>Yellow</td>
</tr>
<tr>
<td>Include brand in mobilising resources for change</td>
<td>Green</td>
</tr>
<tr>
<td>Include brand in breaking down comfort zones</td>
<td>Blue</td>
</tr>
<tr>
<td>Include brand in reinforcing change success</td>
<td>Purple</td>
</tr>
<tr>
<td>Include brand in continuous learning and change</td>
<td>Pink</td>
</tr>
</tbody>
</table>

Next the interviews transcriptions were read and reread. When a comment from the verbatim was considered to be relevant to one of the seven stages of the modified Tan (1997) framework, it was highlighted in the significant colour. For example, if an interview contained a comment that was relevant to including the brand in the breaking down of comfort zones, either internally or externally, then the relevant quotation was highlighted by a blue coloured highlighter.

This process was applied to every interview transcript for both of the sample organisations. The outcome of this stage of the content analysis lead to the interview transcriptions to contain relevant highlighted sections that corresponded to the allocated colour for each of the seven stages of the framework.
Once all of the interviews had been highlighted for significant comments, these comments were collated in the initial coding framework. This meant that the relevant highlighted sections from the transcripts were grouped under each of the seven stages for the nominated coding framework.

At this point, the collated information was read for pattern recognition and meaning. Those comments of similar nature were grouped together under the coding framework headings. Then each of the comments were analysed in connection with its allocated framework item and in relation to the other comments that were within the group to which it had been allocated.

Next the comments were arranged for significance in relation to the coding framework item to which it had been allocated, reallocated to another item of the framework if it appeared to have more relevance within that section or else deleted from the analysis if there appeared to be repetition or duplication.

The interview transcriptions were re-read a final time to see if there was any further relevant data that had been omitted during the initial allocation stage described above.

Each of the collected statements for the coding framework was them analysed to see its significance in relation to the overall case of using a brand as a vehicle for change management, in relation to the item under which it had been allocated within the coding framework and finally in relation to the other comments made with the group to which it had been allocated.

Significant data was then earmarked to be included within the findings chapters to illustrate items of specific meaning, quotes that indicated clearly and precisely a point that was being demonstrated and that summed up key ideas or central themes that were emerging from the data.
analysis. If there was duplication, the quotation that summarised that key idea or theme was included with the final presentation of the research.

The content analysis conducted of the sample organisations enabled findings to emerge from the three different perspectives of branding (chapter four), change management (chapter four) and using a brand as a vehicle for change management (chapter five). It improved the findings by grounding the research in the perspectives of the people that were involved in the process of using a brand as a vehicle for change management.
## Appendix six

**Table A6.1: Summary of cited data in chapter four**

<table>
<thead>
<tr>
<th>Who</th>
<th>Quote</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda</td>
<td>When launched on to market, it was heavily promoted by its product name and not referenced to the Heatglow brand. Over the years, consumers have related to this dynamic product, to the product name rather than a quality product from Brand – “Heatglow”. …from a marketing perspective, the company has introduced one significant new and dynamic product on the market place over the past 8 years and it is proving successful…Our competitor in this market has continued to focus on their brand presence. This was highlighted if you ask anyone when it comes to brand recall, our competitor brand is always prominent in consumers’ minds. Albeit our competitors do not share the same market share in this category, Heatglow recognised the need to refocus on our number one asset, our brand name.</td>
<td>109 - 110</td>
</tr>
<tr>
<td>Bruce</td>
<td>You never go out to Joe’s plumbing and say to your darling, &quot;Let's go and have a look at a hot water service this weekend&quot;. You would for a barbecue, you would for a boat…and you would for a car, but a hot water service? So it's never top of the mind, is it. I think I've heard my Green Light's gone, I'm going to need to replace it, hot water service – Green Light, Green Shade, doesn't matter, the products look similar, depend on the deal at the time, depend on the persuasion of the plumber or the serviceman or the guy behind the desk. If he's getting a kick back or whatever, that's the product he'll flog. There's no loyalty there.</td>
<td>110</td>
</tr>
<tr>
<td>Fiona</td>
<td>It means to me, well, I do associate it with a logo and the brand…I think it means involvement and opportunity and participation…Positive, encouraging, getting the message out. Trying things, having a go…joining in.</td>
<td>111</td>
</tr>
<tr>
<td>Angela</td>
<td>Respect, trusting, reliable, professional.</td>
<td>111</td>
</tr>
<tr>
<td>Steven</td>
<td>A nice person…fun-loving, caring, adventurous, exciting person and a good friend</td>
<td>112</td>
</tr>
<tr>
<td>Michelle</td>
<td>I’d describe them as a happy-go-lucky person which has a depth, a personality and a great philosophy, being people orientated and also ethical…a person that really generally wants to enjoy life…One that continually explores how their life at the various stages of their life. I think (this person) would look at what was suitable for that age of their age. So I would see them as fairly flexible but also seeking new opportunities…I’d find them a very sensible sort of person…generally people having a good time…a person could be very deep and effective as well. I think it would be a fairly complex personality. I don’t just see fun-loving, shallow, I think they’re quite deep.</td>
<td>112</td>
</tr>
<tr>
<td>Brad</td>
<td>I think of the famous brands, Coca Cola, American Express, Hewlett Packard, Holden, Toyota, all of the world famous brands, which have become pretty much globalised. I think that Breathtakers achieved that sort of branding or notoriety in Australia over a reasonably long period of time.</td>
<td>112</td>
</tr>
<tr>
<td>Name</td>
<td>Quote</td>
<td>Page</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Andrew</td>
<td>The Silver Jubilee is a milestone of brilliant organisational relationships...there are few brands that have incredibly long life cycles. In today’s world, things move on and off the shelf very quickly. The professionals will tell you that the best brands are long-term things, long term propositions.</td>
<td>112</td>
</tr>
<tr>
<td>Michelle</td>
<td>Now we’ve made it to 25 years...Nobody lasts for 25 years if they’re bad or they’re not solid, so yeah, I think it reinforces the brand, tells people how long we’ve been around.</td>
<td>113</td>
</tr>
<tr>
<td>Mel</td>
<td>It’s the difference between Beatrix Potter and Holly Hobby. You can choose to be Beatrix Potter and have a life of a hundred years or Holly Hobby and have a life of two seasons.</td>
<td>113</td>
</tr>
<tr>
<td>Fiona</td>
<td>I mean nobody’s ever called up and said “Who are you?”</td>
<td>113</td>
</tr>
<tr>
<td>Hiro</td>
<td>I think that two years ago most of people in this company didn’t think about branding, however since last year gradually the people have started to be aware of the importance of branding and thinking about branding. This is very big step from zero and the beginning of our branding message, to not provide products only.</td>
<td>113</td>
</tr>
<tr>
<td>Bruce</td>
<td>...you ask any consumer out there of Heatglow, they don't even know it's a Japanese brand. I mean why do people know that LG is Korean, why do people know that Samsung is Japanese, Sony is Japanese, Toyota is Japanese, but Heatglow they think is an Australian company, why is that?...Is it that, it might be, or is it because they have promoted the brand heavily and people associate them with the Japanese technology or the Toyota or Honda or whatever, they just know, but most people don't know.</td>
<td>114</td>
</tr>
<tr>
<td>Bruce</td>
<td>A Green Light? You don’t get guaranteed service perhaps. People won't necessarily associate a Green Light with the credibility of the company. With a Heatglow they would. If we can promote the Heatglow service, if we can promote the Heatglow warranty, if we can promote the Heatglow delivery, the Heatglow insulation as distinct from the Green Light. The Green Light isolates us to one product, the Heatglow brand gives us a range of products we can promote, doesn't it?</td>
<td>114</td>
</tr>
<tr>
<td>Bruce</td>
<td>Years ago you might get one or two companies that go over to China, but then the products would come from China and always problems with quality and then warranty and servicing and it all became too hard. China today is becoming like Japan was 30 years ago when it used to be rubbish. A different story now. Mind you there's still lots of rubbish coming out of China and there's still lots of issues there with regard to warranty and service. That's where the Heatglow brand is really important. We've got to make sure that the products that we get out of there doesn't kill our brand.</td>
<td>114 - 115</td>
</tr>
<tr>
<td>Carl</td>
<td>Brand identity has become a focus of Heatglow from the way that we promote the message that we send to the market...that the Heatglow brand is not Green Light.</td>
<td>115</td>
</tr>
</tbody>
</table>
Michelle: So we try to find as many ways as possible of getting...in front of people. Because we know that one little ad in the paper is not going to do it. You've got to go to magazines...So when people ring us up and they say “What have you got for us?” we send them as much as we can...I think every media story we get, which is enormous, we reinforce the brand...Every time we send out a brochure or a letter or communicate on the phone, answer the phone, whatever you do, you're reinforcing the brand in my mind.

Christine: I think if we were going to make a huge difference now we actually have to really kick the market in a huge way and saturate it, but we need to do it with new messages...to make people realise Breathtakers is out there properly, rather than just a wake up call ... We have to keep coming up with something fresh and something new with their commercials, that generation after generation is able to identify with and to go with.

William: ...we've got to come up with a different angle. Very similar to the model we've got but it's got to be something different...they've got to look for something new each time.

Darlene: We try to find as many ways as possible of getting in front of people.

Peter: Undoubtedly the Board brought in a never ending series of dedicated public and private enterprise expertise to legitimate the never ending series of brand representations, new ideas, product promotions, and costly failures that kept the icons, symbols and brand presence alive.

Steven: We’ve come to see ourselves as joint custodians with others of that brand, and we have a big investment in it...I guess I’m looking forward now to a period where that brand can help us through into a bigger, brighter future; rather than a survival period, a kind of flourishing period.

Michelle: The decisions that the board made...I think affected the brand and I think there was a lot of confusion because different people that took over the brand management had different visions of what the brand meant and what should be done with the brand, basically how it could be utilised.

Mel: What's happened with the new brand management is that there is now a central core.

Peter: It meant fighting on behalf of the brand to ensure that intellectual property was legally and effectively protected from individuals and corporations.

Michelle: It's how its managed. It could destroy it...if its done incorrectly it could destroy the brand, so it's always catch 22.

Mel: ...it requires a professional group of people to put their creative minds into what's already been done, and to freshen up the Breathtakers brand.

Mel: I've used the word 'recapturing the brand' before, and I think that's very much what has happened. Things that have been dissipated by the various difficulties that excessive franchising have brought about, meant that things actually dissipated. I won't say the goodwill had been prejudiced or anything like that, but it just seems to have been dissipated. It has become meaningless because so many different products and movements and places had Breathtakers on them, somewhere.
<table>
<thead>
<tr>
<th>Steven</th>
<th>The brand makes all the difference.</th>
<th>119</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carmen</td>
<td>(The) introduction of the brand identity system. This is Aaker’s model and is overlaid against a holistic approach to brand strategy...that the brand begins from within the organisation and ultimately persuades the hearts and minds of key stakeholders and the general public.</td>
<td>120</td>
</tr>
<tr>
<td>Dean</td>
<td>Previously, Regional Managers were responsible for all marketing activity within their jurisdiction. This contributed to non-integrated brand message which confuses the market.</td>
<td>120</td>
</tr>
<tr>
<td>Bruce</td>
<td>...I've not once in the last one or two years been asked by Tak (Senior Japanese Manager) anything about brand. Interestingly enough though, I'm just preparing my presentation and I'll be there in two weeks time, and that's one of the issues we'll be talking about, just to bring them up to speed...I mean one thing I do know about Japan, they often use Heatglow Australia as a bit of a test case to say, &quot;Hey, that seems to work down there, setting up training sessions&quot;...I don't think there are any problems in managing Australian operations with the Japanese, not that I have noticed. If there was one, it's not a problem, it's in terms of getting them to say, &quot;Bruce, I want profit or I want sales&quot;. If it got down to saying which do you want, they never say - they never said, or up to date they've never said, promote the brand. That might happen in the future.</td>
<td>120</td>
</tr>
<tr>
<td>Linda</td>
<td>The brand has assisted Heatglow to understand its target market and market segmentation, thus a number of new tools and models have been introduced in to Heatglow business thinking &amp; decision-making. Through use of these tools the business is able to draw on analytical data to reinforce their strategic movements in the market place and provide confidence and point of difference to its suppliers, customers and consumers.</td>
<td>121</td>
</tr>
<tr>
<td>Dean</td>
<td>My role in brand development at Heatglow has been limited to my responsibilities as a Regional Manager, National Account Manager and Marketing Manager. Through the application of promotional funding, Heatglow products have been marketed in the various mass media channels (except TV). The formation of the Brand Committee at Rinnai was a considered effort to coordinate the development of its brands.</td>
<td>121</td>
</tr>
<tr>
<td>Linda</td>
<td>The Brand Committee had been formed prior to the commencement of new marketing team. On start up... the Brand Team was being trained in the brand importance. A lot of knowledge was offered and for some was above their comprehensive levels. Gradually everyone got on board and learnt about the brand, its positioning, the power of branding, its importance and use.</td>
<td>121</td>
</tr>
<tr>
<td>Calvin</td>
<td>In Heatglow’s case, the significant factors were the external consultants who supported the identification and setting of the brand focus and the resulting marketing refocus. With a new marketing strategy, aligned skills were required to ensure that the strategy could be implemented. The external consultants in collaboration with management were able to ensure that the required skills were recruited and employed to achieve the refocused marketing effort.</td>
<td>122</td>
</tr>
<tr>
<td>Bruce</td>
<td>We still do not have a brand strategy as such and I think the way we go to market is certainly going to change. At the moment if you pick up a weekend magazine, I have the last month ads and it's still different messages. We don't have a consistent brand message, so we've got a lot of work to do there.</td>
<td>122</td>
</tr>
<tr>
<td>Name</td>
<td>Statement</td>
<td>Page</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Peter</td>
<td>Looking back over the past decades it is clear that Breathakers has been mismanaged rather than managed for most of its operations.</td>
<td>124</td>
</tr>
<tr>
<td>Andrew</td>
<td>I knew some stories of the mismanagement involved the original organization, and some of them were quite appalling…while the original notion of Breathakers was…acceptable and honourable and appropriate, that people will be jumping on the gravy train.</td>
<td>125</td>
</tr>
<tr>
<td>Darlene</td>
<td>Mis-management that should have been stopped.</td>
<td>125</td>
</tr>
<tr>
<td>Brad</td>
<td>It wasn’t sufficiently professionally handled.</td>
<td>125</td>
</tr>
<tr>
<td>Peter</td>
<td>When it became obvious that the organisation was in real financial trouble, Board members either ceased to be interested or moved on, and finally a palace revolution threw out almost all of the original campaign team, attempted to sell “the brand” to cover massive liabilities and tried to recruit a prize crew to take over the vessel.</td>
<td>126</td>
</tr>
<tr>
<td>Steven</td>
<td>We had a bob each way, and that if the brand collapsed, we could continue to do what we like to do, so from that point of view it made us nervous and therefore we made decisions and choices about our business and branding and publicity and so forth that would reflect that nervousness.</td>
<td>126</td>
</tr>
<tr>
<td>Bruce</td>
<td>In 1990 I got up and said that Heatglow Australia, this is in Japan, would be 100 million by the year 2000. Bill Roberts, the managing director of Heatglow New Zealand at the time said Bruce you’re either on drugs or you’re drinking too much. Now, I had no idea precisely at the time how we were going to get that, except to say that we’d introduced the Green Light and I knew the rough size of the market and I thought that was the bigger sales opportunity and if you reflect on our sales of heaters over the last ten years compared to the sales of Green Light, Green Light is where the growth has come from.</td>
<td>127</td>
</tr>
<tr>
<td>Steve</td>
<td>We went from a cohesive national group to a whole bunch of people doing the right thing, and that was entirely valid to ensure that people survived, because they were left to their own devices.</td>
<td>129</td>
</tr>
<tr>
<td>Andrew</td>
<td>Everybody was doing their own stuff. Albeit under the rights of the parameters, but they were doing their own stuff…Because it was survival time, they buckled down and did it in their own territory and protected their own businesses.</td>
<td>130</td>
</tr>
<tr>
<td>Hiro</td>
<td>I have been involved in the process of the organisational change Heatglow, moving towards future growth with a team (including) our MD, HR Manager, Commercial Manager and an external Consultant. The point was to have less numbers of top management which can be make lighter footwork for the company.</td>
<td>131</td>
</tr>
<tr>
<td>Hiro</td>
<td>(Changes) such as the change from regional management to national management, less operational reporting to MD and me, and finding the potential future’s MD as a succession plan. Although the new organisational structure is almost completed…this is just a first step of actual changes in the business.</td>
<td>131</td>
</tr>
<tr>
<td>Hiro</td>
<td>The Process Review Committee has been implemented, this is where we discuss any improvements in terms of process. A process map as current investigation for our existing business. This has been introduced, mainly by an external consultant, however I have supported and pushed to implement this into the company. DSI in the logistics area, EDI for ordering, an e-form resulting in improved document dispatch to all areas, a video conference system to improve communication, improvements to the intranet – centralisation and building a common platform for the information. I have been involved in the implementation of those systems and to establish the IT in-house skills. I have been involved in the restructure of the IT department, including the recruitment of new staff who have latest IT skills in order to improve our systems.</td>
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<tr>
<td>Calvin</td>
<td>My role is to review the operational and management systems within Heatglow to ensure that they effectively meet the needs of staff delivering services to each other in delivering to customers and consumers. This required a review at an operational level of the business and documenting the key business processes onto Process Maps for Heatglow. This led to a clear understanding of the requirements by all the stakeholders involved in each process and the common understanding of the management controls required for effective operation. With this understanding, the key processes were evaluated in terms of customer satisfaction and operational efficiency in respect to the level of skill, systems, data and technology required to perform each activity in the process.</td>
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<tr>
<td>Calvin</td>
<td>Where improvements to the process were considered, a detailed measurement of each activity of the process was conducted to understand the true cost of the operation. This process evaluation provided the focus for change at the level of systems, skill, data and technology that together would provide the greatest positive impact. The various alternatives considered resulted in different implementation costs to improve processes to determine the one option with the highest ROI (Return On Investment). Where the ROI was less than 1.5 year that delivered benefits to customers and consumers, it was considered a candidate for action.</td>
<td></td>
</tr>
<tr>
<td>Carmen</td>
<td>The development of processes. Without streamlined action plans and predetermined outcomes, people tend to wander in circles, hoping that all the information that is thrown up will land in new initiatives. New processes include not only new product development, but research of the market, environment, analysis and all of the fundamentals that create a growing business. Nothing has changed in the way we do business in principle…What has changed is the way that we do it. Processes speed this up.</td>
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</table>

**Appendicies**
Carl

Generally my role has been that of creating or being part of the team that creates the strategic blueprint for future; aligning skills within the organisation with the needs of that plan, building a team with the capacity to do the job, through training, coaching, and mentoring, building an IT infrastructure that will align to the Strategic plan and building operational control and control mechanisms, that are customer focused and that manage change within the organisation, and throughout the whole supply chain, using BSC (Balanced ScoreCard, KPI's (Key Performance Indicators), and other key measures...assessing acquisition opportunities...My involvement has either been as a sponsor and manager of change or as an active member of a team that has created change.

134 - 135

Carl

Major changes have included: putting a level of detail behind the Heatglow strategic plan that emphasises our vision and mission of $200M by 2010; up-skilling and replacing key staff where appropriate to meet that plan, creation of Balanced Scorecard for all senior staff, the creation of organisational change through the discipline of business process review using control maps throughout the organisation, that are customer focused and new business and product development teams.

135

Linda

Alignment of resources & competencies to support organisational growth, review work practices; benchmarking to best practice or other manufacturers, review process improvements to maximise outputs, create efficiencies and returns to business, identification of productivity improvements; supported with detailed recommendation plans and cultural change through implementation of organisation restructure plans...creation of professional culture of excellence and team dynamics.

135

Linda

Track changes and report back at both colleague and senior management level of progress; recognise changes & where appropriate reward as teams, individuals or company as a whole

135

Carl

To achieve our goals there have been a number of changes in marketing with the employment of a National Marketing Manager, Channel Managers, New Business Development and New Product Development. In sales we have employed a National Sales Manager. We have also created a strategic team comprising senior managers, a New Product Development team, and a Business Process Review team.

136

Bruce

We divested the company of three million dollars worth of sales, because it was contributing sales but no profit. I had been then and I still am today, a very bottom line person...Getting sales and focusing on margin and profit and sales...Our product hasn't changed, in fact it's reduced since 1990, we used to have Hokima ice makers and we ceased to distribute that because we didn't have the right distribution channels, wasn't giving us the right contribution so we got rid of that.

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<table>
<thead>
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<tr>
<td>Bruce</td>
<td>New product development without a shadow of doubt...within the three product lines or something outside of that. We currently have about 18 per cent of the total hot water market. If we could get more of the hot water market that helps us on the way. If we get unflued heaters in Victoria there's an extra 30 million to Victoria within a five year period because it's going to take about five years to wrap that up. So there's 30 million. There's the hot water plus other stuff that I'm not sure of... To get the 200 million without a new product category is going to be a hard ask, unless we do something exceptional with some of the existing products.</td>
<td>136</td>
</tr>
<tr>
<td>Angela</td>
<td>Going from a centralised management with, or originally with Alfred and then with the board that was in place, and with Breathtakers now in place, and the new licensing arrangements with everyone.</td>
<td>137</td>
</tr>
<tr>
<td>Tania</td>
<td>Maintaining communication and keeping everyone involved.</td>
<td>138</td>
</tr>
<tr>
<td>Belinda</td>
<td>Well, it gave me a sense that there was still a solid team in place committed to its future...that we still had the basic infrastructure to make all this happen, gave us some confidence that it wasn't just somebody's great idea like a one night wonder, that it actually did have some stamina to get the momentum going.</td>
<td>138</td>
</tr>
<tr>
<td>Bruce</td>
<td>I'll be in Japan in two weeks time, in fact the top of the agenda items [will be], how do we achieve Heatglow parameters for the year 2010 in terms of getting sales of 200 million plus the ten per cent dividend line up with Japan. And I bet you we're going to have vigorous debate over that because they will say we want both profit and sales, but because Asia is not traveling too well at the moment, can you sacrifice a little bit of profit to give us boxes. And I'm going to say how much and they will say we want both.</td>
<td>138</td>
</tr>
<tr>
<td>Dean</td>
<td>I have presented the business case for the investment in resources necessary to implement the changes.</td>
<td>139</td>
</tr>
<tr>
<td>Carl</td>
<td>Working with technical services and new product development teams.</td>
<td>139</td>
</tr>
<tr>
<td>Linda</td>
<td>Communication of change processes working directly with shopfloor through to management, negotiating change processes where required, coaching and supporting staff through change processes.</td>
<td>139</td>
</tr>
<tr>
<td>Peter</td>
<td>(We) undertook the reconstruction and closure of non-performing licenses and developed a wider brand management capability with the State and Territory commercial interests that held licenses.</td>
<td>140</td>
</tr>
<tr>
<td>Dean</td>
<td>The introduction of channel managers dedicated resources to specific customer channels in retail and trade, who specialise in specific business units. The water heater business growth has seen greater investment in resources dedicated to further market activity in this area. Other product groups have not seen the same level of activity or investment.</td>
<td>141</td>
</tr>
<tr>
<td>Linda</td>
<td>Review of existing marketing structure together with recommendations presented to the Board leading to a significant move and shift of marketing team from operational to strategic. The company was prepared and committed to working with existing group to develop through the changes. I sourced and introduced marketing discipline supported by suitably qualified and experienced staff.</td>
<td>141</td>
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<tr>
<td>Dean</td>
<td>Senior management have been positioned in roles better suited to their experience and skills. Channel responsibility has been allocated to dedicated marketing staff that will be responsible for assisting regional sales teams in achieving their budgets.</td>
<td>141</td>
</tr>
<tr>
<td>Linda</td>
<td>The company had been using KPI's (Key Performance Indicators) as a means of performance measurement. KPI's were written very operationally focussed and poorly by line management. We moved from KPI’s to the Balanced Score Card (BSC) approach for managers and senior management to reinforce measurement and a professional business culture. Ironically, the BSC concept had been introduced 4 years ago as part of our performance management process. When it was introduced this year to complement our performance measurement process, none of existing managers were able to relate to the fact that it was already incorporated into our performance management review process. This says it all about accountability within our culture.</td>
<td>142</td>
</tr>
<tr>
<td>William</td>
<td>I had trouble with the managers at the time…I wouldn’t have trusted them as far as I could throw them.</td>
<td>142</td>
</tr>
<tr>
<td>Mel</td>
<td>The affiliates now have a sense that there’s a central committee and council where before they were sort of operating as satellites and the mother ship had gone somewhere, and they weren’t sure whether it was ever going to come back and pick them up again…So, as I say, it’s a bit like those satellites out there waiting for the mother ship to return, they’ve kept blinking away and doing what they do.</td>
<td>143</td>
</tr>
<tr>
<td>Hiro</td>
<td>The company is based on the people. This is my management philosophy. If Staff or colleagues can work aggressively and enjoyably with motivation, the motivation is a key, the company will grow automatically. So that ESS (Employee Staff Survey) was first step to understand our staff and what they want, what they expect and what they can do.</td>
<td>144</td>
</tr>
<tr>
<td>Hiro</td>
<td>Especially CEO should have total responsibility of the results against those changes, however should not have too much involvements at some of area by trusting new people sometimes about their implementation. And then probably the company can grow further and quickly.</td>
<td>144</td>
</tr>
<tr>
<td>Bruce</td>
<td>I went to see the CEO of BBQ City He said why don’t you rethink your strategy…instead of you trying to make your big margin and us make our big margin and neither of us making much, why don’t you let us distribute it…If this new pricing strategy works…instead of selling eight containers we could go to 20 or 80 containers.</td>
<td>144</td>
</tr>
<tr>
<td>Bruce</td>
<td>We're trying something different. It may work, it may not. The old Bruce theory of making profit, where we must cover all the costs…'I've changed those rules to try it…I thought let's think outside the square …we've got to think differently…what we used to do was very successful years ago but that ain't the case today.</td>
<td>145</td>
</tr>
<tr>
<td>Linda</td>
<td>Continuing to develop colleagues for current and future succession provides confidence to the parent company about the succession capability within Heatglow Australia.</td>
<td>145</td>
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<tr>
<td>Linda</td>
<td>Supporting colleagues through these changes, assist with identifying areas for realignment or improvement…encourage operations team to actively involve team members into supply chain process and integrate into business.</td>
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<tr>
<td>Linda</td>
<td>Supporting management in sourcing of disciplined, skilled resources to support new organisational direction and introducing structured process, policy and procedures to support developing organisation; meet and exceed compliance.</td>
<td>145</td>
</tr>
<tr>
<td>Carl</td>
<td>Internally we use business process review to create continuous improvements that will add value to customers and consumers, we will also use Balanced Score Card and measure the performance against them.</td>
<td>146</td>
</tr>
<tr>
<td>Hiro</td>
<td>Basically I have introduced and pushed to implement the Japanese QC process which is PDCA (Plan, Do, Check, Action) and QC step, which is Current Investigation, Analysis, Implementation, and to review to all operations of the company Kaizen - Continuous Improvement...I selected the area of Customer Care, where the interface is with customers...once the system has been fixed, we must address the internal customer, our Colleagues. This will be hard to change, which is very critical in terms of customer satisfaction. Therefore I have always emphasized that customers must be first.</td>
<td>147</td>
</tr>
<tr>
<td>Bruce</td>
<td>Each year they have precise budgets, KPIs they have to meet and in that they have to manage their sales, their rebates, expense to sales ratio and their net profit and they have been driven on that by incentives. Any time they go outside those parameters then they have to fill in a work sheet and justify it...A work sheet shows where you have to put the cost in, what rebate we pay to the customer, what overhead contribution we need to cover that particular product and then we want a profit driver on top of that and that gives us the sale price. On top of that we then put GST and the retailer's expected margin. Quite often we find that the two don't meet, so the guys would come back and say to me, OK, this is outside the parameters, Bruce, what happens if we just break even, will you accept that and I say how many additional sales will it generate and what extra overhead contribution will this contribute if we accept the deal or if we don't accept the deal what effect will it have on the business, and we ask those questions all the time.</td>
<td>147</td>
</tr>
<tr>
<td>Linda</td>
<td>Developed clearly defined job responsibilities with supporting BSC measurements for accountability and recognition of results. Identified appropriate rewards and recognition programs.</td>
<td>148</td>
</tr>
<tr>
<td>Linda</td>
<td>Monitoring and reviewing change processes as they evolve... (including) review of organisational structure, people, resources, skills and competencies and alignment to achieve future business growth targets and objectives...monitoring performance management, including regular review against BSC and working with line management in development needs of their resources...monitoring introduction of processes and procedures through to communication, education and implementation. Understanding and ownership of new processes by all colleagues...review and improve our reporting processes including performance management... benchmarking best practices organisations and drawing from their experiences for Heatglow's consideration.</td>
<td>148</td>
</tr>
<tr>
<td>Dean</td>
<td>Internally there is still appears to be many staff changes that will unsettle attempts to implement the organisational changes required.</td>
<td>148</td>
</tr>
<tr>
<td>Linda</td>
<td>Performance measurement, the BSC criteria has been accepted, but some are sceptical, its frustrating to implement for all. A tremendous effort is placed on both the CEO and HR to develop this. Greater support is required from the Operations Team in this area.</td>
<td>148</td>
</tr>
<tr>
<td>Peter</td>
<td>It was an organisation still battling to survive, taken over by entrepreneurial sharks who can’t see beyond their cash registers with bureaucratised programs with stupified projects and predictable patterns that are boring and fail to capture the imagination, innovation and creativity of the community.</td>
<td>149</td>
</tr>
<tr>
<td>Andrew</td>
<td>...an injection now of young thinkers who have been mentored, or trained by, and then will be continually mentored by us older people, then they’ll be able to do things with the brand that...we haven’t thought possible.</td>
<td>149</td>
</tr>
<tr>
<td>Bruce</td>
<td>J.F. Kennedy said in the 60s we're going to put a man on the moon, he didn't know precisely how they were going to do it, I didn’t know precisely, I just had a vision of a number. And saying to the guys, just get behind me and follow me and let's hope we can make it… we achieved the 2000 and I could see before 2000 that we were going to make the $100 million, so you say OK, we'll put another stake in the ground for 2010, 200 million… in 1990 I said we'd be $100 million by the year 2000 and we did… We did actually make it, good luck, good fortune, we just squeaked over the line. The next peg in the ground is $150 by 2005 and the next one is $200 by 2010.</td>
<td>150</td>
</tr>
<tr>
<td>Linda</td>
<td>Identification of learning and development needs to support current and future individual and business needs…Development and learning strategies building competencies within workforce…Continue to build our learning culture for future capacity and capability.</td>
<td>150</td>
</tr>
<tr>
<td>Linda</td>
<td>The learning and development program has been implemented. I’m concerned that if an unexpected and significant operational matter arises, our CEO could bring learning program to a sudden holt. This will impact our learning culture that we are trying to develop.</td>
<td>151</td>
</tr>
<tr>
<td>Bruce</td>
<td>We've got to be a lot shrewder as to our prices. We believe the strategy for Heat Radiance is to drive the price of Green Light down. We wouldn't do it…but it means we've got to watch our bottom line and expenses even closer to make sure we don't sell below break even.</td>
<td>151</td>
</tr>
<tr>
<td>Bruce</td>
<td>I had all of them in my office last week and said, &quot;You guys will probably never get a career opportunity in your life like you have right now&quot;, and by that I mean each one of you in the room, national sales manager, marketing manager, commercial manager and Paul. You have an opportunity to stick your hand up and be the successor or the general manager, and I'm not going to do it for you, if one of you guys don't stick your hand up we'll get someone from outside. Give you the opportunity, someone has to stand up and be recognised</td>
<td>151</td>
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</table>
| Calvin | The CEO did not fully understand how to align the vision and mission to the HRR (Heatglow Rewarding Relationships) with operations to achieve this goal. The response was to become too operationally focussed, keeping an eye on the business so it maintained a satisfactory level of performance.  

Moving towards a mission driven approach requires the operations and management systems to become accountable and responsive to the customers needs. Rather than dictate what was required operationally, the CEO had to change the focus to the requirements at the vision and mission of the business…the direction of the products and services offerings that represent the brand promise to the market.  

The CEO is in the difficult transition of letting go of the ‘comfortable’ detail and control to focusing on defining the agenda of the future and aligning the vision and mission with the business goals and objectives. This would allow Heatglow management to raise themselves up to the challenge of delivering operationally to the CEO’s vision of the future. |
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<tr>
<td>Linda</td>
<td>Now the new marketing structure is in place, strategically plans and objectives have been identified…At times CEO can be impatient with bringing strategic objectives in to operational plans. The concern is we get drawn in to operational work too often, not allowing us to focus on strategic positioning. Strategies are being formed to address this.</td>
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</table>
| Linda | I have concerns that a percentage of new team members will not make it. Our role is to identify this early in the process and address it.  

I am concerned that succession is not happening fast enough even though a number of initiatives have been undertaken over the past few years including the mentoring program; project challenge program; individual profiles on work styles; learning and development programs; structured performance management assessments; setting of growth KPI’s; secondments to other departments and states; employment opportunities with Heatglow business and supporting a learning culture. |
| Linda | The introduction of human resources into business, the brand focus, a measurement & accountability culture and operational excellence. |

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Appendices
### Table A6.2: Summary of cited data in chapter five

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<thead>
<tr>
<th>Who</th>
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<tbody>
<tr>
<td>Carl</td>
<td>The internal understanding that brand is everybody’s responsibility and is reflected in all actions and how we communicate with the market.</td>
<td>159</td>
</tr>
<tr>
<td>Linda</td>
<td>Over the past 12 months in particular, greater exposure to the importance and position of brand in all business transactions and interventions with both internal colleagues, external customers, suppliers…with support from an external consultant, who is passionate about working with Japanese companies and brand, the relationship was created to support the management and staff through our learning journey on the realignment of brand in the market place.</td>
<td>159 - 160</td>
</tr>
<tr>
<td>Linda</td>
<td>Brand is now number one in all marketing thinking in relation to advertising, point of sale, market positioning and image. Brand is referred to in the context of both internal and external Brand both of equal importance…a strategic plan approach to managing our internal brand has been followed through to implementation.</td>
<td>160</td>
</tr>
<tr>
<td>Steven</td>
<td>I think (Christine’s) more motivated than me, because (Christine’s) more of an emotional visionary person, and she is more purist about the fact that this is a great brand, and we want to live and breathe it, you know, no matter what anyone else does to it, this is a great thing, and (Christine) would be more of a loyal supporter of the brand than I have been.</td>
<td>161</td>
</tr>
<tr>
<td>Carmen</td>
<td>Getting corporations to be ‘brand driven’ is fundamental to corporate success. Therefore as a marketer, trying to shift the thinking from operational plans to branding strategy has been the most challenging.</td>
<td>162</td>
</tr>
<tr>
<td>Peter</td>
<td>As in the past, during this period and up until 2001, special conference meetings were held with the Chairman of Breathakers to set out a strategic vision of development opportunities, licensing extensions, business intent and relationships between the Head Office crew and the State and Territory Operators. These sessions functioned as both an exchange of new and innovative practices and as a reinforcement of brand values as an integrating force for very disparate activities.</td>
<td>163</td>
</tr>
<tr>
<td>Calvin</td>
<td>Refocusing the branding started at the top, with the CEO accepting that the vision and mission as set down required aligned action. In Heatglow’s case, the significant factors were the external consultants who supported the identification and setting of the brand focus and the resulting marketing refocus. With a new marketing strategy, aligned skills were required to ensure that the strategy could be implemented.</td>
<td>164</td>
</tr>
<tr>
<td>Linda</td>
<td>Predominant changes related to change in team and culture within the existing marketing group. Our culture was ‘free reign’; no strategic or brand marketing focus; very operationally focussed and not always accountable.</td>
<td>165</td>
</tr>
<tr>
<td>Linda</td>
<td>Significant changes within the marketing structure included introduction of Channel Management positions and the creation of Internal Advertising Agency to ensure all communication and advertising portrays the brand image and message consistent with our brand positioning.</td>
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<tr>
<td>Dean</td>
<td>I was involved at Heatglow as a member of the Brand Committee formed to facilitate the change. My sales and marketing experience along with that of the other members of the Committee was utilised to redefine the direction of the company and its core business activities.</td>
<td>165</td>
</tr>
<tr>
<td>Linda</td>
<td>Brand and the strategic focus is supported. At times it can be in conflict with our operational sales culture of immediate results.</td>
<td>165</td>
</tr>
<tr>
<td>Dean</td>
<td>Early impressions of the impact of branding on the identity of the company appear modest. Heatglow is seen as a company not a brand and will be a big ship to turn around.</td>
<td>166</td>
</tr>
<tr>
<td>Bruce</td>
<td>What were the issues there with the organisation which failed the Green Light brand. We had great ads, we had great images, we had great product and we were eating our own future, weren’t we, in a sense?</td>
<td>166</td>
</tr>
<tr>
<td>Steven</td>
<td>It’d be hard to work for something that you didn’t believe in.</td>
<td>167</td>
</tr>
<tr>
<td>Carmen</td>
<td>It requires monumental shifts in attitudes and beliefs from the CEO. He is the chief brand manager and without his support and active participation, the job can never be done fully, as it links as part of, strategy and what the brand will look like.</td>
<td>168</td>
</tr>
<tr>
<td>Carl</td>
<td>Focus on brand and the ideal of colleagues, customers and consumers (CCC) and Heatglow Rewarding Relationships (HRR) becoming a way of thinking within the organisation.</td>
<td>168</td>
</tr>
<tr>
<td>Linda</td>
<td>Our consistent and new approach to attract talent has been significantly enhanced through use of the brand in market place. In addition to receiving strong field of potential candidates to positions advertised, we now receive feedback in relation to the brand. “Heatglow yes we know Heatglow; we have had a recent positive experience”. This is the power of an effective brand positioning. We often receive feedback that it’s the brand I’ve aspired to work with. They tell us “You have the best brand in the industry”.</td>
<td>168</td>
</tr>
<tr>
<td>Carmen</td>
<td>Heatglow is clearly embracing the brand and have changed the structure of the organisation to do so.</td>
<td>169</td>
</tr>
<tr>
<td>Calvin</td>
<td>At Heatglow, the brand promise is the HRR (Heatglow Rewarding Relationships)...This is now the mission driving the prioritisation of tasks and activities in the operational sense. If it didn’t impact the HRR’s...then the priority the change was low.</td>
<td>170</td>
</tr>
<tr>
<td>Linda</td>
<td>From an HR (human resources) perspective, greater emphasis is now placed in the use of our brand and brand proposition to position and maximise our recruitment strategies and promote the brand. The logo supported by Rewarding Relationships is now prominently our brand proposition and presence on all advertising undertaken by Heatglow – HR. From the HR perspective, as we develop our brand proposition, we will continue to develop our brand strategies to attract and retain best resources. This will further be seen as we develop our creativity in ad layout to incorporate brand images of our product offering and lifestyle focus.</td>
<td>171</td>
</tr>
<tr>
<td>Bruce</td>
<td>So what's the issue that we're not getting right, we can get the brand issue right, we can get the reputation right, we get the credibility right, we're rising in everything we do and yet the organisation internally...we've not got people seeing themselves as one team.</td>
<td>172</td>
</tr>
<tr>
<td>Michelle</td>
<td>I think milestones and celebrations of milestones are extremely important to the psyche of not just the organization but people who work in the organisation.</td>
<td>173</td>
</tr>
<tr>
<td>Hiro</td>
<td>After the departure of former Brand Manager, I became the chairman of Brand Committee. This is where there should be discussion of any strategy topics related to the brand. During the last ten months under my chair, I can certainly say that following areas have been implemented and under development, the first phase of Employee Satisfaction Study has been completed which is related Colleagues, Customers and Consumers, an important channel of brand expansion and transparency of the message. Project management including brand stuff has been implemented. After the introduction of the new Marketing Manager, the establishment of brand positioning statement is under development. Also recently I have emphasised to Directors of Heatglow Japan that the establishment of clear brand positioning and increase of brand awareness will be a key element of future's Heatglow Australia.</td>
<td>174</td>
</tr>
<tr>
<td>Linda</td>
<td>Our culture up until six months ago was very much sales focused. Through the brand, together with the restructure of marketing to focus on the brand and strategic marketing. Through the realignment of marketing, the catalyst is slowing moving towards being a marketing driven company. We have much more work to do in this area, though with time evidence through use of tools and models together with brand positioning and operational excellence, Heatglow brand will be as strong as our parent company in Japan.</td>
<td>175</td>
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<tr>
<td>Bruce</td>
<td>It think the brand committee initially was fantastic in terms of getting people to think...we need to think more strategically rather than operationally on a day to day basis...some of the brand committees ended up being too operational and I think we went off the track a little bit there...(we now have) the new product development committee, the new strategic team, in theory that should be more strategically focused and embrace the brand proposition yet to be developed.</td>
<td>175</td>
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<tr>
<td>Stuart</td>
<td>...the brand is a very powerful tool to gain new work opportunities.</td>
<td>176</td>
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<tr>
<td>Steven</td>
<td>It made us nervous-- we were committed to the brand, we were also committed to surviving in our work and what we'd like to do, and it made us nervous about how closely we attached the brand to our future.</td>
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<tr>
<td>Carmen</td>
<td>The marketing department went through a huge overhaul, trying to structure itself to meet market needs. This process is not done yet, as responsibilities still need to be refined in terms of process. The ending of the Brand Committee, which began the brand process, has resulted in two new teams. One is the New Product Development Team. However the more important team at this stage, is the senior executive team that needs to build and define the brand and the strategy moving forward. Concentration appears to have been on operational issues and this needs to shift quickly toward strategy, supported by operational and strategic processes.</td>
<td>177 - 178</td>
</tr>
<tr>
<td>Linda</td>
<td>Through undertaking Heatglow Australia’ first Employee Satisfaction Survey (ESS), the brand drew a strong importance factor with all our colleagues. This message reinforced the importance of developing our most valued brand supporters, our colleagues. The development of an Organisational Development Program was borne through this ESS process. Future plans are to continue working through these strategies to reinforce brand development with our colleagues.</td>
<td>178</td>
</tr>
<tr>
<td>Linda</td>
<td>As the significant changes commenced: realignment of responsibilities; strategic focus; management structure, performance measurement etc, 50 per cent of marketing team members voluntarily sourced alternative employment. Since leaving, at least one of those members now openly would like to still be employed with Heatglow, recognising just how far we have come over the past 12 months with the brand presence: discipline, learning support, commitment and colleague focus.</td>
<td>178</td>
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<tr>
<td>Calvin</td>
<td>My role is to ensure that the mission can be effectively translated to management and operational activities that reinforce the marketing effort and the brand promise. It is an on-going activity to monitor and integrate data and information collected from a variety of sources to create knowledge from which better decision can be made.</td>
<td>178</td>
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<tr>
<td>Hiro</td>
<td>Of course the company is always looking at the result of sales, profit, market share and so on as the outcomes. I understand that the branding strategy will take time as a middle and long term investment, but at the same time the company has to survive. My measurement of these changes would be the results one year later. The introduction of these changes is very good at the moment and I hope those new people can keep on it on track.</td>
<td>179</td>
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Appendix seven
Sample coded interview transcript

Brand coded comments
Change management coded comments
Brand as a vehicle for change management coded comments

Interviewer: Thank you for taking the time for this interview. Is it OK if I tape-record this interview.
CEO: No problem, I'm delighted to see you here.
Interviewer: How did you grow the business when you became CEO?
CEO: In 1990 I was promoted from marketing director to CEO - and I was offered the job of CEO in 1990 and I said I'm not sure that I can do the job, I don't have the credentials. In terms of any formal academic qualifications. Tak said well, you've increased the growth of the company from 20 million to 40 million in the time that you've been marketing manager and we think you can handle the job of CEO right. One of the issues I certainly did reflect on and put a lot of effort in was trying to get the team right and we're still doing that today and we still haven't got it right.

We were focused more in those days, we used to give ten per cent to Gas & Fuel, we were dealing predominantly with the gas utilities and it virtually meant taking the Gas & Fuel people for lunch and they would then say we'll have a container of this, a container of that and so on. We weren't involved in the retail area at all and we didn't even know our own market. We didn't even know our market share.

Interviewer: Was it focused on distribution?
CEO: It was, yes. So one of the things I got the guys to look at, how big is the market, what percentage of the market do we own, what margins do we own. We didn't even know, some of our guys, just before I became CEO, didn't know the difference between mark up and gross profit. They didn't know, they didn't have any idea, so we had to focus on our people, getting them to understand the market and saying that we've got to broaden our horizons, in other words you can't have all your eggs in one basket, look at retail distribution, and then we also branched out in selling the barbecues for wider distribution, such as the Mitre 10s. In those days we didn't have the Harvey Normans.

Interviewer: So did you have the three product lines when you started with Heatglow?
CEO: We had a lot more – industrial as well and commercial. In fact in those days it was my job to change that. We divested the company of three million dollars worth of sales, because it was contributing sales but no profit. I had been then and I still am today, a very bottom line person.

Interviewer: When you took over you had to restructure and get more efficient, didn't you? You asked yourself how do I grow the business and make profit, how do I do both?
CEO: Well, it's been a vexed question to this day. I'll be in Japan in two weeks time, in fact the top of the agenda items, how does Heatglow's parameters for the year 2010 in terms of getting sales of 200 million plus the ten per cent dividend line up with Japan and I bet you we're going to have vigorous debate over that because they will say we want both of them, but because...
Asia is not travelling too well at the moment can you sacrifice a little bit of profit to give us boxes, and I'm going to say how much and they will say we want both.

Interviewer: So how have you driven the group Heatglow to manage that relationship with Japan? So how did you get them to understand, you were working to a plan and they were working to a figure.

CEO: In 1990 I got up and said that Heatglow Australia, this is in Japan, would be 100 million by the year 2000. Robin McGibbin (name changed to protect identity), the managing director of Heatglow New Zealand at the time said Bruce you're either on drugs or you're drinking too much. Now, I had no idea precisely at the time how we were going to get that, except to say that we'd introduced the GreenLights and I knew the rough size of the market and I thought that was the bigger sales opportunity and if you reflect on our sales of heaters over the last ten years compared to the sales of Green Light's, Green Light is where the growth has come from.

Interviewer: But the heaters failed, they didn't keep up.

CEO: They haven't, because this is new technology, a new concept, and the market is quite large. J.F. Kennedy said in the 60s we're going to put a man on the moon, he didn't know precisely how they were going to do it, I didn't know precisely, I just had a vision of a number. And saying to the guys, just get behind me and follow me and let's hope we can make it.

Interviewer: When did you change it to 2010 from 2000?

CEO: Well, because we achieved the 2000 and I could see before 2000 that we were going to make the 100 million, so you say OK, we'll put another stake in the ground for 2010, 200 million. In 1990 I said we'd be 100 million by the year 2000 and we did. We did actually make it, good luck, good fortune, we just squeaked over the line. The next peg in the ground is 150 by 2005 and the next one is 200 by 2010.

Interviewer: So what do you think are the biggest challenges to achieve that?

CEO: OK, new product development without a shadow of doubt.

Interviewer: Within the three categories or something completely different?

CEO: Or something outside of that. We currently have about (data withheld – commercial in confidence) per cent of the total hot water market. If we could get more of the hot water market that helps us on the way. If we get unflued heaters in Victoria there's an extra 30 million to Victoria within a five year period because it's going to take about five years to wrap that up. So there's 30 million. There's the hot water plus other stuff that I'm not sure of. But it's interesting you ask these questions because when you reflect on it, you say how did you grow the business. What difference did you find from being in sales to - well, actually it wasn't sales, it was marketing manager, to the CEO. One thing for sure it was loneliness, that's the first thing that hits you, you've got no one to talk to and I was privileged, I think, by having a fantastic ally here, which was Tak and I worked with him for seven years and he could understand where I was going and where I wanted to take the company. The previous CEO unfortunately was less than ethical with regard to expenses and so on and with the Japanese it takes a while to gain credibility, once you've gained credibility and trust, once you've got that you can make a faux pas once, twice, and then three times, what's going on with Bruce down there.

Interviewer: You said new product development was one of the big challenges.

CEO: That's the absolute key.

Interviewer: What are the other ones for achieving the 200 million?

CEO: Well, probably marketing and really focusing on the brand.

Interviewer: Green Light brand or Heatglow brand?

CEO: No, the Heatglow brand, because the Green Light brand has been so strong as opposed to the Heatglow brand, that's why Heat Radiance, our main competitor, has launched the Green Shade because let's face it, a hot water service is not in fact any gas appliance is not a sexy product, in fact they're probably the most boring products you can market, it is, there's nothing sexy...
about promoting gas products and a hot water service is never sexy. You never go out to Ryans (name changed) plumbing and say to your darling, "Let's go and have a look at a hot water service this weekend", you would for a barbecue, you would for a boat and you would for a car, but a hot water service, you don't. So it's never top of mind, is it. I think I've heard my Green Light's gone, I'm going to need to replace it, hot water service – Green Light, Green Shade, doesn't matter, the products look similar, depend on the deal at the time, depend on the persuasion of the plumber or the serviceman or the guy behind the desk, if he's getting a kick back or whatever, that's the product he'll flog. There's no loyalty there.

Interviewer: So building the brand, how would that help, building the Heatglow brand, how would that help get build the brand?

CEO: A Green Light, you don't get guaranteed service perhaps, people won't associate the Green Light with necessarily the credibility of the company, with a Heatglow they would. If we can promote the Heatglow service, if we can promote the Heatglow warranty, if we can promote the Heatglow delivery, the Heatglow insulation as distinct from the Green Light. The Green Light isolates us to one product, the Heatglow brand gives us a range of products we can promote, doesn't it.

Interviewer: Yes. How can a new product range and the brand help you get to 200 million?

CEO: To get the 200 million without a new product category is going to be a hard ask, unless we do something exceptional with some of the existing products. Just BBQ King (name changed) as an example, in fact I was just trying to ring the CEO of BBQ King just before you came in. BBQ King we've never really had a really strong relationship with. I was just fortunate to share a retirement of a mutual friend last year, funnily enough, with the CEO of BBQ King and we had friendly banter and there was BBQ King, there was BP and there was Heatglow, all on this one night because we were acknowledging the retirement of a friend to all of us, right. So that was fine, struck up a rapport with him, it's the first time I really had any rapport or discussions.

So I went up to see BBQ King two months ago in Sydney, and I said to Paul, I want to go and see BBQ King, walked in to see this fellow who is responsible for purchasing, bumped into this CEO again, he said Bruce, I want to sit down and have a chat with you, he said do you mind if I join you, I said sit down by all means. He said why don't you guys rethink your strategy. I said what do you mean, he said instead of you trying to make your big margin and us make our big margin and neither of us not making much, why don't you look at it differently and let us distribute it. So I said, let me think about that. So I went away and thought OK, what added value can they offer to us in terms of revenue and profit. So we just got an order for eight containers.

So if this strategy works where we've never applied this pricing strategy before, instead of going from eight containers we could go to 20 or 80 containers.

Paul said you're breaking all your rules, Bruce, as in my rules, doing the normal pricing matrix model, right, you've got to do a special work sheet. And he said you're breaking all - and I said, well, we're trying something different, Paul. It may work, it may not. The old Bruce theory of which I'm very passionate about with regard to making profit, we must cover all the cost of goods, the rebates, all expenses, inventory cost, the cost of carrying the capital cetera, et cetera, then we've got a break even point and then we've got to make a profit on that. I've changed those rules to try it.

Interviewer: How hard was it for you to make that decision?

CEO: I thought well, let's think outside the square because the business is changing and the other reason is because most retailers are going direct through China and sourcing their own product so we can ill afford to put on this big mark up which we used to have so we've got to think differently, right,
so it means requiring a little bit of flexibility, and what we used to do was very successful years ago but that ain't the case today.

Interviewer: Compete with China?
CEO: Correct. Years ago you might get one or two companies that go over to China, but then the products would come from China and always problems with quality and then warranty and servicing and it all became too hard. China today is becoming like Japan was 30 years ago when it used to be rubbish. A different story now. Mind you there's still lots of rubbish coming out of China and there's still lots of issues there with regard to warranty and service. That's where the Heatglow brand is really important. We've got to make sure that the products that we get out of there doesn't kill our brand.

Interviewer: How does that help you though in achieving the 200 million? Without new product and of course taking product of the shelf from Japan, how do you get that 200 million. The first 100 was by just sheer sales push. What's going to get the extra 100 million?
CEO: I can't answer that because I don't know the answer. Well, when I say I can't give you that precise answer, just 15 minutes ago Carmen came to me and said that we'd try using the colour grid and a link up. Are you familiar with what's going on here?

Interviewer: No.
CEO: We've sent out two different messages, one to Socially Aware, Visible Achiever, that's one message, another message here to traditional family life and conventional family life.

Interviewer: Different areas, yes.
CEO: Notice the message is different, right. Now apparently the plumbing company in three and a half days here has got 35 leads and he's converted this into 16, that's about a 48 per cent conversion rate. Which is unbelievable.

Interviewer: How many sales?
CEO: All 16. Sixteen out of 35 which is unbelievable, right.
Interviewer: Yes.
CEO: Here using the colour grid I hope that's certainly going to give us - if that's an example of what we can expect to achieve then that's really targeted marketing. Before, in the 90s it was a shotgun approach.

Interviewer: Are you adopting a more scientific approach to grow the business?
CEO: Well we are, its a big investment, it's been a long hard rocky road to get this far and I think we're just starting to get out appetite whetted. If this is an indication of what we can expect in the future, sensational, so we might be able to get additional market share with the existing products we have by using different tools.

Interviewer: How did you build the team to make sure they actually get the results and keep them there?
CEO: Well, each year they have precise budgets, KPIs they have to meet and in that they have to manage their sales, their rebates, sales ratios and their net profit and they have been driven on that by incentives. Any time they go outside those parameters then they have to fill in a work sheet and justify it.

Interviewer: What's the work sheet?
CEO: A work sheet shows where you have to put the cost in, what rebate we pay to the customer, what overhead contribution we need to cover that particular product and then we want a profit driver on top of that and that gives us the...
sale price. On top of that we then put GST and the retailer's expected margin. Quite often we find that the two don't meet, so the guys would come back and say to me, OK, this is outside the parameters, Bruce, what happens if we just break even, will you accept that and I say how many additional sales will it generate and what extra overhead contribution will this contribute if we accept the deal or if we don't accept the deal what effect will it have on the business, and we ask those questions all the time.

Commercial in confidence information withheld.

We are not just sales driven, we are profit driven, that's why we give a ten per cent dividend every year. Heatglow Australia, can I tell you, Heatglow Australia of all overseas business divisions is Heatglow America, Shanghai, Singapore, Korea, Indonesia, Vietnam, UK, New Zealand, did I mention USA. Of all those overseas business which represent (commercial in confidence information withheld) depending on the exchange rate, Heatglow Australia has the distinction, because we have the WorldWide Cup and that's on our sales growth, our market share and profit contribution, so we are very focused on profit.

Interviewer: Your approach from 90 onwards was to say that you had a check list, you had a plan, you'd see it every day, checked against - this is getting me towards my target of 100 million?

CEO: Yes.

Interviewer: Now we move towards looking at it from a brand perspective, has that changed how you make decisions?

CEO: I was just talking to Carmen about this yesterday, we still do not have a brand strategy as such. And I think the way we go to market is certainly going to change. At the moment if you pick up a weekend magazine, I have the last month magazine and it's still different messages. We don't have a consistent brand message, so we've got a lot of work to do there.

Interviewer: How did you go about building the corporate culture and brand in an organisation that is spread across Australia? The way things are done around here and business practices?

CEO: The way we do things in Heatglow, the Heatglow way or highway. Blood, sweat and tears, that's how we've done it, and I can tell you there's been plenty of tears and we're still not there, we're still not there. I'm always fascinated when someone talks about a culture, the Heatglow culture, what is the Heatglow culture. I'd define it as five things, the first thing is an absolute commitment to getting the job done, the first thing. No matter what the job is. It's a combination, the second thing is a belief in doing and producing the best product in the category and owning the category, and that is in gas or fuel, gas appliances always to be seen as the preferred supplier, that's the second part of it. The third is having a culture where people can actually hear and have fun and exchange, that's been a critical part of development. Four was a critical focus on building the skills for the team from within, build the new sales team, give people the opportunity to actually make targets and get incentive and get bonuses. In terms I believe we've been very poor, very poor, at building skills.

One thing I think we do have here and that is a relentless commitment by most people here to get the job done. Just this morning, you'd be unaware, (indistinct) actually Peg handed in her resignation after 23 years with the - 69 and she wants to enjoy her health as long as she's got it, right. I mean how many people do you get who will commit 23 years. We have people who've been here 30 years. We have a very strong family oriented culture. You either fit in the family or you don't survive the culture here. If you reflect back on a major turnover we had in our organisation, which you'd expect and in upper management because we still don't have the right team, that would be my biggest issue at the moment.

Interviewer: How many staff were there when you started?

CEO: A hundred, 119, or 109, we're now 150.

Interviewer: So how have you built the team, the group?
We haven't done it very well. I hate to say that. No, productivity, we have something that I know the Japanese really like, whether it just happens to fit with my philosophy and that is one of the key words here is productivity, right, and each year and I can say the figures go right back, our expense to sales ratio has just come down each year, every year, so this year we're targeting if you look at real terms compared to last year, excluding some extraordinary items, our expense to sales is about (commercial in confidence).

Interviewer: There's nothing more important to you than that expense to sale ratio?
CEO: If I was to reflect back on my career with Heatglow, say what have you done reasonably well and what have you done poorly, sales, profit, I think they speak for themselves. What I think I have done poorly is training, enough skilling of people and still trying to sort out a good management structure that has Chi and Zanchi in it.

My biggest frustration without a shadow of a doubt, I don't know, in terms of recruiting, try to get better people. As each year goes by I'm becoming more cynical about the selection process because I have been so disappointed so many times with people coming with MBAs, all these credentials, supposed to do all that, and they know four fifths of five eighths of the business world and the academic world. If you're lucky, if you're lucky, you can find people like Paul who is from the western suburbs and no formal academic qualifications, at times he talks what appears to be a little bit dyslexic yet he has fire in the belly, he has commitment, he has fantastic rapport with his staff, fantastic rapport with his customers and he makes things happen, every year he pulls a rabbit out of a hat. Now, what makes an executive like that versus someone who's been through all different academia or different large corporations who in my opinion, the bigger corporation they're in my humble experience, the less accountable they seem to be because they can hide within an organisation.

And anyone who says they've been with a big corporation like some of the people we've got now, they've been with Cadburys, all these big organisations, hey that ain't necessarily good because often you can be there for 12 months, two years and get away with not doing much before they start to discover you're not contributing and then they leave before you're fired.

One thing I think a small to - we class as small to medium size company, has the opportunity which big corporations don't, to use the flexibility let's try this, let's try that. One of your questions about Japanese owners, right, one of the privileges I have in working with Heatglow Japan is that we've had enormous autonomy there. I speak to my boss, officially with my boss twice a year, and we had complete autonomy one the budget's signed off, we can do this, do that, spend $250,000 and say "Let's try that".

Interviewer: What are the problems, if any, in managing an Australian operation with a Japanese brand?
CEO: I don't think there are any because - certainly from heatglow's point of view, you ask lots - any consumer out there of Heatglow, they don't even know it's a Japanese brand. I mean why do people know that LG is Korean, why do people know that Samsung is Japanese, Sony is Japanese, Toyota is Japanese, but Heatglow they think is an Australian company, why is that?

Interviewer: My guess would be because of the American market and the other ones show themselves as Japanese within the American market and so there's a history of being here
CEO: Is it that, it might be, or is it because they have promoted the brand heavily and people associate them with the Japanese technology or the Toyota or Honda or whatever, they just know, but most people don't know.

Interviewer: How much do you think the impact would be if - when you came here, brand, I remember you saying we don't use the word brand at Heatglow - we sell products.
CEO: Yes.
(tape changeover)
CEO: Well, they might have but I must admit I've not once, not once in the last one
or two years been asked by Tak anything about brand. Interestingly enough though, I'm just preparing my presentation and they'll be there in two weeks time, and that's one of the issues we'll be talking about, just to bring them up to speed, but I think Japan, our parent company, sort of sit back and watch. I mean one thing I do know about Japan, they often use Heatglow Australia as a bit of a test case to say hey, that seems to work down there, setting up training sessions. Without blowing my own horn, I went to Japan with Bill Robbins, the managing director of Heatglow New Zealand, we had a look at their training centre for GreenLight and said my God, we'd better set that up, so as soon as I came back here started saying we've got to do this and as it turns out Heatglow New Zealand beat us to the punch by one year, but we made a big investment in that so that part of our culture in terms of setting up training facilities which is over a million dollars, in educating the plumbers and architecture installers to sell the benefits of that, that was a big plus for us.

I don't think there are any problems in managing Australian operations with the Japanese, not that I have noticed. If there was one, it's not a problem, it's in terms of getting them to say Bruce, I want profit or I want sales, if it got down to saying which do you want, they never say - they never said or up to date they've never said promote the brand. That might happen in the future, it's always boxes or copies.

Having said that, I think maybe - did I mention earlier that what's happened in Asia?

Interviewer: No.

CEO: \textit{commercial in confidence}

There have been a number of efforts to get the right organisation and marketing structure to support the Heatglow brand since the launch of GreenLight. What is the practical difference between GreenLight and Heatglow in the sales and marketing. I think we've covered that, haven't we.

Interviewer: How do you switch off from GreenLight for five years from now selling Heatglow heaters.

CEO: Why did we switch, because it was clear it was the wrong strategy because Heat Radiance copied us. And by promoting the GreenLight we were helping their cause, not ours. Why were we slow to react, probably because between 93 and four years ago we lost the contract with Benz in that context and I needed a rocket up my arse to refocus me. What else have we done? we haven't had the right structure here and we still don't. We still don't.

Interviewer: What was wrong in that period?

CEO: Are you asking why it failed?

Interviewer: No, what were the organisational issues that weren't right?

CEO: Well, we didn't have the right sales manager, in those days we had product managers, now we've got channel managers, new organisational structure in the marketing department, yet to be - yet to get results. We didn't have an analyst, I think you know the analyst, all these new people who are still coming to terms, and - according to the marketing manager, still do not have the professional skills yet, we're still learning this stuff. But it's still not happening.

I think that's the hardest job for a CEO is getting the right people, we haven't got it right. If I knew the answer and it is really starting to niggle me. This morning Linda came in and said she was so excited and I said, "Why Linda", and she said, "We've just interviewed a candidate for the logistic manager who I think is potential GM, and he had all the credentials", and I said "Linda, forgive me for not sharing your excitement because we've seen them before and it's never happened". She said, "But I think this one's different", so I hope this one is different.

Interviewer: Before we go to the other questions. If we go back to when we formed the brand committee. We'd never had brand committee before, we introduced something to get people to focus on brand and we've now disbanded. Why did that happen in your view, what advantages and disadvantages were there

Appendices
and what is the situation now we've disbanded it, why have we disbanded it, what is the advantage?

CEO: It think the brand committee initially was fantastic in terms of getting people to think, no question about that, we need to think more strategically rather than operationally on a day to day basis, but again I think bumpy roads and some of the brand committees ended up being too operational and I think we went off the track a little bit there. And we still haven't got any new products which is my hiatus hernia at the moment. With the new strategic team, in theory that should be more strategically focused and embrace the brand proposition yet to be developed. Still yet to be formalised and I still have a question mark, how is it all going to come together.

Anyway, had all of them in my office last week and said, "You guys will probably never get a career opportunity in your life like you have right now", and by that I meant is each one of you in the room - national sales manager, marketing manager, commercial manager and Paul, have an opportunity to stick your hand up and be the successor or the general manager, and I'm not going to do it for you, if one of you guys don't stick your hand up we'll get someone from outside. Give you the opportunity, someone has to stand up and be recognised. I haven't seen it from him and he's got no hope anyway.

Interviewer: How did you prepare yourself for the change?
CEO: You mean to CEO?
Interviewer: For the growth and what you've managed since you became CEO?
CEO: I don't think I did, I was just thrown into it.
Interviewer: And once you're in.
CEO: And that's being brutally honest because how do you prepare yourself for a CEOs role when one moment you're a marketing manager and the next moment you said we think you've got the credentials, and my comment to him was I've never been a CEO before. He said you were never a marketing director before but you seem to be able to struggle thought that. My comment to him was, I have one request from you or Japan, if after six months or three months or whatever period you say, we think we're going down the wrong track, we should look at this or this, I said, that's all I ask, right. I'm prepared to take on the challenge but I want you to say I think you need to look at A, B, C, D. I didn't have any preparation at all, just went from marketing manager, marketing director, CEO.

OK, let's leave it there.

Interviewer: I think we can wrap it up.

(tape ends)
Appendix eight
Number of extracted statements

The number of interview extracted statements for each of the three phases for Aaker (1996) (Sections 4.3 – 4.5) are exhibited in Table A8.1. The number of interview extracted statements for each of the seven Tan (1997) change management stages (Section 4.7) are exhibited in Table A8.2. The number of extracted statements for the modified Tan (1997) change management framework including brand focus is in Table A8.3.

Table A8.1: Interview extracted statements – Aaker (1996)

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<th>Aaker (1996)</th>
<th>Number of statements</th>
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<tr>
<td>1. Strategic Brand Analysis</td>
<td>2</td>
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<tr>
<td>2. Brand Identity System</td>
<td>14</td>
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<td>3. Brand Identity Implementation System</td>
<td>21</td>
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Table A8.2: Interview extracted statements – Tan (1997)

<table>
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<tr>
<th>Tan (1997) Framework</th>
<th>Number of statements</th>
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<tr>
<td>1. Anticipating change</td>
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<tr>
<td>2. Identifying the change</td>
<td>15</td>
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<tr>
<td>3. Sell the change</td>
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<tr>
<td>4. Mobilising resources for change</td>
<td>5</td>
</tr>
<tr>
<td>5. Breaking down comfort zones</td>
<td>9</td>
</tr>
<tr>
<td>6. Reinforcing change success</td>
<td>7</td>
</tr>
<tr>
<td>7. Continuous learning and change</td>
<td>10</td>
</tr>
</tbody>
</table>

Table A8.3: Interview extracted statements – Modified Tan (1997) to include brand

<table>
<thead>
<tr>
<th>Modified Framework</th>
<th>Number of statements</th>
</tr>
</thead>
<tbody>
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<tr>
<td>2. Include brand in identifying the change</td>
<td>8</td>
</tr>
<tr>
<td>3. Include brand in selling the change</td>
<td>4</td>
</tr>
<tr>
<td>4. Include brand in mobilising resources for change</td>
<td>2</td>
</tr>
<tr>
<td>5. Include brand in breaking down comfort zones</td>
<td>2</td>
</tr>
<tr>
<td>6. Include brand in reinforcing change success</td>
<td>4</td>
</tr>
<tr>
<td>7. Include brand in continuous learning and change</td>
<td>7</td>
</tr>
</tbody>
</table>