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Rebranding Australian rail organisations: An investigation into the drivers, the processes, and impacts on brand equity

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‘Rebranding Australian rail organisations: An investigation into the drivers, the processes, and impacts on brand equity’

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A thesis submitted to Southern Cross University, in fulfilment of the requirements of the degree of the Doctor of Philosophy
Statement of Original Authorship

The work presented in this thesis is, to the best of the PhD candidate’s knowledge and belief, original, except as acknowledged in the text. The material has not been submitted, either in whole or part, for a degree at this or any other university.

I acknowledge that I have read and understood the University’s rules, requirements, procedures and policy relating to my higher degree research award and to my thesis. I certify that I have complied with the rules, requirements, procedures and policy of the University.

David Spriggs
Abstract

Deregulation and intensive reforms of the Australian rail sector have resulted in Australian Rail Organisations (AROs) morphing into a variety of organisational structures. Forays into privatisation have engendered mixed success and failure, with some organisations desperate to shed government associations and showcase commercial astuteness and agility. Some government rail entities have been rocked by a string of corruption scandals and have promised stakeholders to ‘fix the trains’. Concomitant with these industry forces has been an explosion of passenger rail patronage.

The confluence of these powerful vectors has impelled many AROs to undertake ‘rebranding’ strategies – essentially (re) brand their identity and image for a second or multiple time. The usual aim of corporate rebranding is to create newer, more favourable brand associations with the overarching objective of positively modifying stakeholders’ perceptions and impressing external audiences. Corporate rebranding is described by scholars as ubiquitous, with thousands of organisations worldwide revamping their image every year. However, our understanding of the whole process of corporate rebranding is only emergent and empirical scholarly research into this phenomenon is scant.

Specifically, there has been no academic study of the rebranding of AROs. This is problematic because, in the nationally significant, high-cost, complex and dynamic environment of railways, stakeholder perception can critically affect AROs patronage, customer satisfaction, profitability and even share price. This thesis attempts to fill the gap in Australian rail and corporate rebranding knowledge.

Essentially this thesis investigates why AROs rebrand, how they rebrand, and the outcomes of their rebranding. To assist in answering this overarching enquiry, this research has been contextualised and guided by corporate rebranding literature. In particular, the research is guided by reference to a Corporate Rebranding Framework by Daly & Moloney (2004), Model of the Rebranding Process by Muzellec & Lambkin 2006 and the Six-Principle Schema for Rebranding by Merrilees & Miller 2008.

The rebranding phenomenon in AROs was investigated through a multiple case study methodology of four AROs in both passenger and freight rail that have engaged in rebranding strategies and processes. These organisations are Aurizon, Sydney Trains, MTM and V/Line. The primary data collection method was semi-structured interviews with mid-to-senior managers in the branding, marketing and human resource departments of AROs as well as
senior managers employed in government transport departments or in peak rail industry organisations. Recorded interview data were transcribed verbatim, and uploaded into NVivo 10. Additionally, to verify events and provide triangulation, corporate documents, media reports and some organisational archival records were also examined. The qualitative data analysis was comprised of five phases, namely compiling, disassembling, reassembling, interpreting and concluding.

The findings are extensive. In brief, whilst many elements of ARO rebranding processes aligned to recommendations in the emerging corporate branding and rebranding literature, overall the entire rebranding process of AROs does not closely align with best practice. AROs have a predilection to engage in ‘revolutionary’ rebranding and will generally create a new name rather than retain the old one. Although all AROs seek ‘world class status’, there is no common agreement what this term means. AROs have little brand personality. AROs do not incorporate nostalgic brand associations into their rebranding and AROs implement relatively limited to no internal branding with employees during the rebranding process. However, despite obvious rebranding deficiencies, both anecdotal evidence and investigation of share price fluctuations indicate that revolutionary rebranding may mitigate tarnished corporate reputations and enhance positive brand perceptions and investor confidence. One overarching issue is the pervasive influence of Australian politics in Australian Rail and the impact this has on rebranding decisions and processes. Another is the need for AROs to support their revamped brand identity with internal branding initiatives so employees can effectively deliver on the brand promise.

To assist in addressing these issues and to guide future ARO rebranding, an Expanded Corporate Rebranding Framework (ECRF) has been developed through this thesis research. The ECRF is based on extant rebranding frameworks, models, schemas and concepts from the corporate rebranding and branding literature. The ECRF incorporates the deeper findings of ARO rebranding strategies, factors, and processes and thus provides a more comprehensive conceptual rail rebranding framework that augments the existing models. The ECRF contributes to general corporate rebranding theory and may assist the rebranding of organisations at large, particularly those operating in a dynamic and complex environment involving public and private infrastructure assets. Lastly, the ECRF provides ‘rational real value’ with a tangible framework to guide ongoing investigation from both an academic and practitioner perspective.
Publications arising from this research

Spriggs, D 2016, ‘Does Australian Rail have a brand personality? AROs, anthropomorphic agents and biological metaphors’, ANZMAC 2016 Conference Proceedings, Christchurch, New Zealand, 5-7 December, 2016, ANZMAC.

Spriggs, D 2016, ‘Evolutionary or Revolutionary Rebranding? Why and How Australian Rail Organisations Rebrand to Change Stakeholder Perceptions’, AM 2016, Newcastle, United Kingdom, 4-7 July 2016, AM.


Awards pertaining to this thesis research

Winner of Southern Cross University 3 Minute Thesis Competition 2014

Represented SCU at Trans-Tasman 3MT November 2014
Acknowledgements

I could not begin to thank my principal supervisor, Dr. Tania von der Heidt enough for her incredible assistance in this thesis. In fact, I would not have undertaken this thesis without her encouragement and belief in my capacity to undertake such a task. Tania encouraged me to apply for the CRC scholarship, engaged me as a casual academic in Marketing Principles both on the Gold Coast and in China. Tania encouraged me to enter the 3 Minute Thesis competition, which subsequently provided me with the wonderful opportunity to represent my university at the 3MT Trans-Tasman competition. Her diligence and dedication as a lecturer who tries her utmost to provide the best quality learning formats for her students is inspiring. The time she spent in assisting me to structure and re-organise the content and format of my thesis with prompt, detailed feedback went far beyond the call of duty and was immeasurably helpful. Her intelligence, perspicacity, dignity and sincerity is both endearing and humbling. I know I owe her a lifetime debt and hope that this thesis is worthy of her belief in me.

My second supervisor, Professor Robert Weatherby loves trains! Professor Weatherby is an internationally renowned scientist with expertise in athletes’ drug induced performance and is an expert court witness. He has also been a transport policy advisor for several shire and city councils, and is a dedicated church bell ringer and campanologist for good measure. I am humbled that he has taken such an interest in my research. My thesis research in rail has sometimes been a lonely journey and my visits to Professor Weatherby were always inspirational. Discussion of rail logos and livery would make his eyes sparkle as he enthusiastically shared images of international rail logos he had researched, while spontaneously breaking into verse of nostalgic rail slogans: ‘Says Phoebe Snow, about to go, upon a trip to Buffalo, My gown stays white, from morn till night Upon the Road of Anthracite’. Thank you Robert!

I would also like to thank Dr. Scott Niblock, SCUs resident finance wizard for his assistance in finding the data and generating the chart showing ‘Stock price fluctuations pre-and post name change from QR National to Aurizon’, in Section 4.6A.1.2 (Figure 4.45). Also thank you to Associate Professor Michael Charles for participating in a ‘pilot interview’ and providing some practical advice on conducting semi-structured interviews.

Thank you to Dr. Simon Wilde for his quirky sense of humour and warm encouragement.
A special thank you to the former CRC for Rail Innovation for providing scholarship funding for this thesis research. Also, thank you to Southern Cross University School of Business and Tourism for providing resources for my research as well as conference funding. I would also like to thank the anonymous interview participants – senior managers in rail, public transport departments and peak rail industry bodies for giving their valuable time and insightful feedback, without which this thesis would not have been possible.

Especially I want to thank my wife Margaret for her neverending support. Margaret is the illuminating light of our family and has sacrificed much for me to have the time in completing this thesis. I can’t thank her enough. Also thanks to my wonderful children for humouring their father with his eclectic interests. A big thank you to my parents, who are a perennial courageous inspiration to me.

Lastly, this thesis is dedicated to the memory of my beloved brother Michael.
## Acronyms

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<tr>
<th>Acronym</th>
<th>Meaning</th>
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<tbody>
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<td>AFULE</td>
<td>Australian Federated Union of Locomotive Employees</td>
</tr>
<tr>
<td>AMWU</td>
<td>Australian Manufacturing Workers’ Union</td>
</tr>
<tr>
<td>ARA</td>
<td>Australasian Railway Association (ARA) ‘is a not-for-profit member-based association that represents passenger, freight, track, manufacturing, construction, supply, and other rail companies in Australasia’.</td>
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<tr>
<td>ARI</td>
<td>Australian Rail Industry</td>
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<tr>
<td>ARO</td>
<td>Australian Rail Organisation</td>
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<tr>
<td>BP</td>
<td>Brand Personality</td>
</tr>
<tr>
<td>CAQDAS</td>
<td>Computer Assisted Qualitative Data Analysis</td>
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<tr>
<td>CBBE</td>
<td>Customer Based Brand Equity</td>
</tr>
<tr>
<td>CBI</td>
<td>Consumer Brand Identification</td>
</tr>
<tr>
<td>CERF</td>
<td>Conceptual Expanded Rebranding Framework</td>
</tr>
<tr>
<td>COO</td>
<td>Country of Origin</td>
</tr>
<tr>
<td>CRC</td>
<td>Co-operative Research Centre for Rail Innovation</td>
</tr>
<tr>
<td>CRF</td>
<td>Corporate Rebranding Framework</td>
</tr>
<tr>
<td>CVI</td>
<td>Corporate Visual Identity</td>
</tr>
<tr>
<td>ECRF</td>
<td>Expanded Corporate Rebranding Framework</td>
</tr>
<tr>
<td>HSR</td>
<td>High Speed Rail</td>
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<tr>
<td>ICAC</td>
<td>Independent Commission Against Corruption</td>
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<tr>
<td>IOP</td>
<td>Integrated Operating Plan (Aurizon)</td>
</tr>
<tr>
<td>IPO</td>
<td>Initial Public Offering</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>MTM</td>
<td>Metro Trains Melbourne</td>
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<tr>
<td>MTR</td>
<td>Mass Transit Railway Corporation</td>
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<tr>
<td>NCP</td>
<td>National Competition Policy</td>
</tr>
<tr>
<td>QR</td>
<td>Queensland Rail</td>
</tr>
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<td>PBV</td>
<td>Political Brand Value</td>
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<td>PTV</td>
<td>Public Transport Victoria</td>
</tr>
<tr>
<td>QSU</td>
<td>Queensland Services, Industrial Union of Employees</td>
</tr>
<tr>
<td>RQ</td>
<td>Research Question</td>
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<tr>
<td>RTBU</td>
<td>Australian Rail Tram and Bus Industry Union</td>
</tr>
<tr>
<td>SCU</td>
<td>Southern Cross University</td>
</tr>
<tr>
<td>TMT</td>
<td>Terror Management Theory</td>
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<tr>
<td>TfNSW</td>
<td>Transport for NSW</td>
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<td>VFF</td>
<td>Visiting Friends and Families</td>
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CHAPTER 1: Introduction

1.1 Background to the Research

This chapter provides a brief overview of the Corporate Rebranding phenomenon and describes the Australian Rail context. It acknowledges the CRC for Rail Innovation scholarship funding contribution and provides an independent research statement.

An overview of Chapter 1 is illustrated below:

1.1.1 The Australian Rail Context

The year 1831 heralded the official opening of Australia’s first railway (Aydin & Dzhaleva-Chonkova 2013) with the Australian Agricultural Company providing coal to New South Wales residents from its coal mine operations in Newcastle (Brougham, Caldwell & Campbell 2009). From that time until the 1990s, Australian rail was developed and operated initially by colonial and subsequently by state governments (Everett 2006). Rail provision in Australia, therefore, developed under a pre-federalist system, meaning that each Australian state had its own rail system – passenger and freight, metropolitan and long-distance rail.

In the 1980s, neo-liberal policies heralded international debate regarding government owned and controlled assets, with subsequent sweeping reforms such as deregulation and
privatisation of railways on many continents (Sager 2011). In Britain for example, the 1993 Railways Act was the genesis for privatisation, with most organisational and ownership changes in place by 1997 (Preston & Robins 2013). A key policy was the adoption of a competitive rail franchising framework (Smith, Wheat & Nash 2010), centred on franchising within a geographical basis (Li & Stittle 2014).

In Australia, the 1993 Hilmer Report (Commonwealth of Australia 1993) recommended the adoption of a National Competition Policy which included removing regulatory restrictions on competition. Adoption of the recommendations in the Hilmer Report, with the intention of introducing competition into the rail sector, subsequently led to restructuring/breaking of state government monopolies in Australian rail (Everett 2006).

For two decades prior to this, public transport usage, including Australian rail had experienced a rapid decline, but a slow revival became evident from 1996 (Mees & Groenhart 2014). There was therefore, a focus on attracting significantly increased public patronage of public transport services. Building public confidence in rail travel, and encouraging passengers to use rail rather than other methods of transport, has been a key objective for the rail industry in Australia and around the world (Presswire 2001). The major benefits of reducing private motorised transport were cited as reduction of traffic congestion levels, with a concomitant measurable reduction in broader pollution levels. Rail is viewed as more sustainable than alternative modes of transport, such as combustion engine cars and aeroplanes, and more efficient than sea-based transport. Additionally, better public transport would increase available options for people who are mobility disadvantaged (Currie & Rose 2008).

The success of these initiatives is evident in Australia, where rail is undertaking a renaissance. Since 2006, rail’s transport mode share has rapidly increased (Mees & Groenhart 2014) and rail issues continue to feature high on both public and political agendas. Significant investment is being made into rail infrastructure, light rail is becoming integrated into the rail landscape, and the potential for an integrated high speed rail system remains a controversial, topical issue. According to Australasian Railway Association (ARA) chief executive officer Bryan Nye, rail in Australia is undertaking ‘phenomenal growth and changes representing an exciting, booming industry’ (Australasian Railway Association 2012, p. 1).
Indeed, Australian rail success in attracting business has been demonstrated by an ongoing significant resurgence in patronage over the last several years with concomitant escalating revenue. In 2015-16, industry revenue for passenger rail was $9.2 billion, projected to reach $10.6 billion by 2022 (Magner 2016b), and for freight rail, $8.0 billion, projected to increase to $9.5 billion by 2022 (Ledovskikh 2016b).

However, with population growth in Australia expected to rapidly increase from 21 million people (30 June 2007) to potentially 42.5 million people by 2056, and 62.2 million people by 2101 (Australian Bureau of Statistics 2012), the pressure on transportation routes to cater for increased demand will be enormous, requiring significant transport infrastructure planning and investment. It is therefore evident that both passenger and freight rail is of vital importance to Australia’s future (Merkert & Hensher 2014).

The confluence of government rail deregulation, rapidly escalating demand, and negative or tarnished image of some government rail entities has created somewhat of a ‘rebranding phenomenon’ in AROs. This rebranding phenomenon is inherently entwined with Australian politics. In fact, Australian rail has become a theatre of dynamic intrigue with plots that are worthy of Hollywood blockbusters.

Some of the scenarios include Railcorp senior managers accused and found guilty of gross mismanagement of procurement funds including taking massive bribes for awarding contracts, resulting in criminal charges (Cripps 2009). During a major political fire storm, these events led to the ‘fixing the trains’ initiative, prompting a major rebranding, not only of the newly named ‘Sydney Trains’, but of the entire NSW transport network (Budd 2013).

More recently, V/Line has faced significant safety issues including wheel faults and safety boom gates not lifting resulting in the cancelation of 70 train services a day. Media and political pressure subsequently resulted in the resignation of V/Line CEO Theo Taifalos (ABC 2016). The debacle also resulted in calls for Victorian Public Transport Minister, Jacinta Allan, to both resign and face a Legislative Council committee inquiry (Harcourt 2016).

However, some years prior to this V/Line launched one of the most interesting innovative marketing campaigns in Australian rail history. Titled the ‘Guilt Trip’, the campaign was targeted towards Visiting Friends & Family (VFF) with an objective of increasing off peak patronage (Baron 2014). The campaign that focused on ‘guilting’ adult children to return
home was spectacularly successful, with a 15 percent increase in off peak monthly sales (Brief 2014), generating an additional 160,000 trips home during the campaign period (Baron 2014).

In the freight rail sector, privatisation of Queensland Rail freight arm created QR National, subsequently renamed ‘Aurizon’. This renaming/rebranding initiative was led by CEO Lance Hockridge. The CEO had the unfortunate moniker of the ‘toe cutter’ following his previous role, that saw 2,500 BHP workers lose their jobs (Norris 2015). As a key element of the rebranding, the renamed, commercially ambitious Aurizon, with a keen focus on the bottom line, engaged in an 18-month battle against unions who virulently opposed the abolishment and restructuring of Enterprise Agreements. Aurizon arose victorious from this industrial dispute with several ‘landmark’ court decisions made in their favour (Jackson 2015). Subsequently the organisation has negotiated over 3,000 ‘voluntary’ redundancies (Union 2015).

In Melbourne, a franchising tender bid saw the end of Connex as the principal rail operator, and the appointment of a consortium that included a major international rail operator, Hong Kong based MTR Corporation (Magner 2016). The newly appointed operator, Metro Trains Melbourne (MTM), with a focus on rail safety communications, gave a brief to McCann Australia to create a safety communication strategy that had contemporary creative flair. The results were astounding. The ominously named safety campaign, ‘Dumb Ways to Die’, embedded with quirky cartoon characters ‘dying’ in outlandish ways has become a global phenomenon. Dumb Ways to Die has received more awards than any advertising campaign in history, with 28 Lions and 5 Grand Prix awards (Australia 2016). The Dumb Ways to Die game app (version 2) became the number one app in 83 countries three months following its release (McCann 2015), and has become an integral component of the MTM brand.

Given the importance of both freight and passenger rail to Australia’s future, this research is focused on understanding the ARO rebranding phenomenon in both selected passenger and freight rail organisations.

1.1.2 Corporate Structures in Australian Rail

It should be noted that the genesis for this specific research was a scholarship from CRC for Rail Innovation, that came with a broad mandate to research branding in Australian rail. This is discussed in more detail in Section 1.1.3.
In June 2016, Freight Rail in Australia was predominantly controlled by two organisations, as depicted in Figure 1.1.

![Figure 1.1: Major Companies in Australian Freight Rail](image)

Source: Ledovskikh (2016a)

However, in March 2016, Asciano’s board approved a formal takeover bid of $9.05 billion from a consortium led by Canadian infrastructure giant, Brookfield, which included six global investment funds. Ownership of Pacific National, the former freight rail haulage business owned by Asciano, is now conjointly owned by Global Infrastructure Management, the Canada Pension Plan Investment Board, China’s CIC Capital Corporation, Singapore sovereign wealth fund GIC, and the British Columbia Investment Management Corporation (Wiggins 2016).

The Rail, Tram and Bus Union (RTBU) were keenly opposed to the Pacific National sale, identifying that the sale meant that Aurizon is Australia’s only vertically-integrated rail operator, with both rail track access and rail haulage services. The RBTU opined that this would make Aurizon too dominant (Wiggins 2016). Nevertheless, the ACCC approved the sale (ACCC 2016), with the company delisting and trading their last shares on July 29, 2016 (The Australian 2016).

Passenger Rail in Australia is predominantly controlled by four key entities, as depicted in Figure 1.2.
Specifically, this thesis investigates the rebranding of four AROs, including two major players shown above:

- **QR National to Aurizon** (see Section 3.21).
- **Department of Transport NSW CityRail to Sydney Trains** (see Section 3.22).
- **Connex to Metro Trains Melbourne (MTM)** (see Section 3.23)
- **V/Line** (see Section 3.24).

Prima facie, in addition to achieving the objective of increased rail patronage, Australian rail entities enjoy positive stakeholder perceptions. Indeed, Longworth (2012, p. 15) asserts that ‘the railway has traditionally been a powerful image in Australian popular culture’. However, research suggests the phenomenon of increased rail patronage may be attributed more to escalating costs of passenger vehicles, increased road congestion, and higher employment in central business districts than enhanced public confidence in rail. Indeed, there are concerns that some patrons may seek alternative transport due to overcrowding and delays (IBISWorld 2013). Another study of residents situated next to rail corridors identified that rail negatively impacts through rail noise and vibration. Consequently, many residents situated near rail lines are increasingly complaining to their state environmental authority (Ryan et al. 2009).

Additionally, a qualitative study investigating perceptions of Australian rail as a potential employer brand by engineering students, their lecturers, career advisors and recruitment consultants indicates that contemporary perceptions of the rail industry in Australia are less...
than positive (Wallace et al. 2010). Australian rail was viewed as being overly bureaucratic and a poor career choice with little opportunity for career progression. Respondents’ perceptions of rail reportedly gained via personal commuter experience and negative media relating to public transport is that Australian rail has old infrastructure, dirty rolling stock, is slow and potentially dangerous (Wallace et al. 2010). Functional and experiential values were also rated poorly. Not surprisingly then, the researchers concluded that ‘rail branding could thus present a more contemporary and dynamic face and could utilise contemporary communication media more effectively’ (Wallace et al. 2010, p. 16). The real perception of Australian Rail to stakeholders is therefore unclear.

As a component of intensive microeconomic reform initiatives in Australia over the last several decades, Australian rail has been deregulated (Everett 2006). This has prompted significant rail restructuring with AROs morphing into a variety of organisational structures including: corporatisation, privatisation, government to private sector franchise agreement, government to government franchise agreement, and government ownership.

This restructuring combined with a range of factors (e.g. corruption scandals, negative stakeholder brand associations, drive for commercial profits, massive rail infrastructure enhancements, escalating rail patronage demand and failed government to privatised franchise agreements), have prompted several AROs to rebrand. These entities operate in a high cost, highly complex arena that has a multitude of diverse stakeholders. Public perception of rail entities can critically affect customer satisfaction, patronage, profitability and share price. The branding and rebranding literature suggests that Australian rail rebranding occurs within the domain of ‘corporate rebranding’, discussed in in detail within Chapter 2, and introduced in the next section.

1.1.3 Corporate Rebranding in Australian Rail

‘We are listening to our customers... they also want better facilities ... it’s not putting lipstick on a pig’ Sydney Trains Chief Executive Officer Howard Collins (Saulwick 2014).

Indeed! Successful corporate rebranding requires far more than a new name, change of livery and logo. It also requires deeply embedded organisational change and employees who live the brand (Harris & de Chernatony 2001; Punjaisri & Wilson 2007, 2011; Stuart 2012).

The term ‘rebrand’ essentially indicates that a brand is renewed, refreshed or revitalised through a second or multiple branding exercise (Muzellec & Lambkin 2006). Rebranding
generally entails changing one or multiple brand elements or ‘marketing aesthetics’ (new name, symbol, logo, slogan, colours) to reposition the brand and create new perceptions in stakeholders’ minds (Dacin & Brown 2006; Schroeder, Salzer-Mörling & Askegaard 2006).

Although a corporate brand may sell products, it is somewhat distinct from product brands, as it represents who the corporation is (Keller & Richey 2006), as much as what the corporation does, and is distinguished by its immersion in a web of multiple stakeholders (Einwiller et al. 2006). Many corporate brands therefore rebrand with the explicit aim of changing stakeholders’ perceptions (Muzellec & Lambkin 2006).

The influence of multiple stakeholders makes corporate branding a complex exercise (Fetscherin & Usunier 2012; Knox & Bickerton 2003; Muzellec & Lambkin 2006; Pillai 2012). Further, the corporate rebranding process is far more complex than for product rebranding (Baker & Balmer 1997). The aim of corporate rebranding is to regain, enhance, transfer or recreate corporate brand equity (Muzellec & Lambkin 2006). Measuring changes to brand equity following rebranding implementation is extremely complex both quantitatively and qualitatively (Muzellec & Lambkin 2006).

This thesis investigates the phenomenon of corporate rebranding in relation to four Australian rail organisations (AROs), each of which have independently rebranded themselves in the last ten years/

1.1.4 Funding Support and Independent Research Statement

This thesis has been supported by a scholarship stipend from the Cooperative Research Centre for Rail Innovation. However, other than providing a broad directive that research was to be carried out in the field of ‘branding issues in Australian rail’, there has been no specific research directive, and the CRC has provided wide latitude in the research area. Therefore, the specific research area of interest (Australian Rail Rebranding), literature review, methodological orientation, data collection, data analysis and subsequent findings have all been derived independently by the author of this thesis.

Similarly, the research findings and subsequent implications for theory and implications for policy and practice expounded in this report are solely the author’s opinion and do not necessarily reflect the opinions of former CRC for Rail Innovation managers or personnel.
1.2 Research Problem

The title of this thesis introduces the overarching area of enquiry into the drivers, processes, and impacts on brand equity of Australian rail organisations rebranding strategies. This translates into a more focused research problem: ‘Why do AROs rebrand, how do they rebrand, and what are the outcomes of their rebranding’.

To help answer the why, how and what of the research problem, six research questions have been formulated:

RQ 1: What are the rebranding a) factors, b) goals and c) processes underpinning rebranding decisions in AROs?

RQ 2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name, b) logo, c) livery?

RQ 3: How do AROs undertake internal branding and external branding?

RQ 4: What is the effect of rebranding on AROs’ corporate culture?

RQ 5: How is a) Financial brand equity and b) Consumer based brand equity captured by AROs and how is it measured to evaluate rebranding success?

RQ 6: What issues do AROs face following rebranding?

To assist with answering these research questions, a review of literature concerning dominant branding and rebranding theories and concepts is presented in Chapter 2. Following the literature review, Section 2.7 provides a ‘Synthesis of Concepts, Research Questions and Conceptual Model’. This section clearly articulates key branding concepts, gaps and ensuing RQs. Further, Table 2.5. (Key Models and Frameworks Aligned with RQs) provides a tabulated summary of the dominant branding and rebranding model(s), reference to the sections in which they are discussed, and highlights gaps in knowledge aligned to the relevant research questions.

1.3 Justification for the Research

Baumgarth, Merrilees and Urde (2013, p. 976) state that ‘neither the perceived importance of brands nor the interest in brand management shows any sign of diminishing among practitioners or academics’. They recommend that future brand research addresses: (1) the paradigm, mind-sets, approaches, and drivers (2) leadership and management of brands and (3) performance, measurement, and implementation’ (p. 976). This research investigates
some of these areas as they pertain to rebranding – in particular, rebranding drivers, implementation, and performance as it relates to changed stakeholder perceptions.

Corporate rebranding is a significant global phenomenon (Merrilees & Miller (2008). Annually more than two-and-half thousand large organisations around the world revamp their brand image for a second time, or even multiple times (Muzellec & Lambkin 2007). Corporate rebranding decisions and practices should be underpinned by sound theory and research (Muzellec, Doogan & Lambkin 2003). However, several scholars state that academic literature is scarce in this domain. Lee (2013, p. 1126) states that ‘the concept of corporate rebranding as distinct from product rebranding is relatively under-researched’.

Following a comprehensive review of the literature, Muzellec and Lambkin (2006, p. 803) concluded that ‘most of the writing on this topic so far is journalistic in nature with almost nothing appearing in the academic journals’. Likewise, Merrilees and Miller (2008, p. 537) observed that: ‘corporate rebranding, in its many facets of brand renewal, refreshment, makeover, reinvention, renaming, and repositioning, dominates marketing trade magazines. However, few academic studies explicitly discuss corporate rebranding’.

Gaps in knowledge about corporate rebranding and ARO rebranding are as follows:

1. There has been scant primary scholarly investigation into the whole process of corporate rebranding. This gap justifies an investigation into corporate rebranding strategies and processes generally.

2. There has been no comprehensive research or publication of the rebranding drivers, processes, and outcomes of rebranding in AROs.

3. An exhaustive study of perceptions of rail brands by commuters, the public or other relevant stakeholders has not yet been undertaken in Australia. The overall perception that ARI stakeholders (senior managers, rail workers staff, commuters and the public) hold towards rail generally, and to specific rail organisations is therefore unclear.

4. No study has clearly identified the decisions that prompt AROs to undertake rebranding, the processes that underpin ARO rebranding, or whether rebranding has been successful in enhancing stakeholder perceptions.

5. Despite much real-world activity in corporate rebranding, it is an under-researched field (Baumgarth et al. 2013; Lee 2013; Merrilees & Miller 2008; Muzellec & Lambkin 2006). Consequently, there are limited extant models informing corporate rebranding processes, and
there is no known rebranding framework that has been informed by research into rail rebranding.

6. Additionally, no model has researched the processes that occur in a dynamic and complex domain, particularly when there are multiple corporate contexts.

Given the contemporary environmental factors precipitating rail rebranding decisions and the significance of rail to Australia, there is a compelling need to research the ARO rebranding phenomenon to better inform future rebranding decisions and processes in the Australian Rail industry.

This thesis therefore seeks to address the deficits in both theoretical knowledge and practical understanding of the contemporary application of corporate rebranding. This research addresses the research gaps by examining corporate rebranding by both freight and passenger rail organisations that have a significant market share in the Australian freight or passenger rail sectors, as described in Section 1.1.1.

1.3.1 Expected Research Contributions

It is expected that this thesis will provide two major contributions to both theory and practice:

Contribution to Theory – Understanding ARO Rebranding

An understanding of why, how and the outcomes of Australian rail rebranding will provide a significant contribution to knowledge by assisting in identifying stakeholder perceptions underpinning rail and how rebranding modifies these perceptions. This will contribute to corporate rebranding theory and provide practical insight for rail and, possibly, other entities considering rebranding in the future. The following benefits for AROs are envisaged:

- A greater understanding of why AROs rebrand.
- A greater understanding of the processes AROs follow to implement rebranding decisions.
- Insight into appropriate methods and processes to measure the impact of rebranding strategies on brand equity (in terms of enhanced stakeholder perceptions).
- An understanding of when to use ‘evolutionary’ (incremental) vs ‘revolutionary’ (significant) rebranding.
Chapter 1 - Introduction

Contribution to Practice – Developing a Corporate Rebranding Framework / Model

Additionally, the thesis aims to review the dominant branding and rebranding literature, models, frameworks and schema, and to identify any evident gaps in the literature and related gaps in these models. It is envisaged that a synthesis of the literature and frameworks will assist in creating a robust, contemporary and empirically validated Corporate Rebranding Model / Framework. This will enrich corporate rebranding theory, and be generalisable to other corporate rebranding domains, whilst also providing a practical guide to Corporate Rebranding.

Within the concluding chapter (Chapter 6), Table 6.2 clearly articulates the contribution to knowledge by identifying the most important research findings and linking them to each specific research question. This table also highlights the sections where the ‘implications for theory’ and ‘implications for policy and practice’ have been discussed.

1.4 Methodology

The methodological approach chosen to answer the research problem and supporting research questions is introduced here, and discussed in detail in Chapter 3.

As discussed in Section 1.3, there has been no study undertaken into ARO rebranding. A qualitative inductive process is particularly recommended for a phenomenon that has not been well researched (Boeije 2009). A qualitative methodological approach was adopted for this research because it offers deep insights, providing an understanding of social phenomena that coincides with the meaning people bring to them (Boeije 2009; Corbin & Strauss 1990).

Specifically, a case study method was chosen. The literature identifies that case study methods are particularly useful when ‘research and theory are at their early, formative stages’ (Darke, Shanks & Broadbent 1998, p. 279). Further, case studies assist in moving rich qualitative findings towards deductive research (Eisenhardt & Graebner 2007) and creating interesting, accurate, and testable theory (Eisenhardt & Graebner 2007). A multiple case study design was used because it is more robust (Yin, R 1994), it allows for comparisons in diverse settings (Stake 1995), it provides more comprehensive understanding of the case material (Wahyuni 2012), and it creates greater generalisability than single case studies (Jensen & Rodgers 2001; Noor 2008). The case for this study were four AROs that undertook a major rebranding initiative in the last ten years. An overview of these organisations is provided in Section 3.2, with a summative profile of these organisations in Table 3.4.
The primary data collection method was semi-structured interviews with key informants. Essentially, this method was chosen because ‘one-to-one semi structured interviews are possibly the most commonly used qualitative method and have become almost the ‘gold standard’ approach against which other data are frequently compared and found wanting’ (Barbour 2008, p. 128). Additionally, the use of semi-structured interviews is widely accepted in case study research (Kvale & Brinkmann 2009). The inherent flexibility of semi-structured interviews (Barbour 2008) was also considered given the diverse geographical spread and multiplicity of organisational structures of AROs. Semi-structured interviews (Yin 2011) allowed in-depth conversations yielding deeper insight into stakeholders’ perspectives who were directly involved in or cognisant of their AROs’ rebranding aims and activities (Saldaña 2012). Specifically, interviews were conducted with fifteen ‘elite’ participants (Kvale & Brinkmann 2009). Their profile included eleven mid-to-senior managers in the branding, marketing and human resource departments of AROs, three participants representing government transport departments responsible for these AROs, and one representative from ARA. To verify events and provide triangulation, corporate documents, media reports and organisational archival records were also reviewed (Yin 1994).

The digital recording of interviews yielded 849 minutes (just over 14 hours) of audio data. Verbatim transcription of this data created 149,462 words. Audio files and transcripts were imported into NVivo 10 for data analysis. The data analysis followed five stages as recommended by Yin (2010): (1) compiling, (2) disassembling, (3) reassembling, (4) interpreting and (5) concluding.

The disassembling stage yielded 168 codes (subthemes), which were subsequently reassembled into coherent emerging patterns. Some reassembled subthemes were consistent with ‘a priori’ codes created from the literature review (Waring & Wainwright 2008), whilst ongoing data analysis identified new themes, ultimately creating twenty ‘parent’ categories/themes and further reassembling providing an overarching categorisation of 6 ‘super parent’ themes. The reassembled findings are presented in Chapter 4 (within case analysis) and in Chapter 5 (cross case analysis). These chapters also provide a deeper analysis to identify similar and contrasting themes, concepts and relationships between AROs (Richards 2014). These chapters also make liberal use of visual aids to present findings, and models (created in NVivo 10) derived from the emergent themes. Such use of visual devices to display data in qualitative research is now widely accepted (Banks 2008), as both visual
and descriptive data provide means to represent and display what the researchers see (Holliday 2007).

The interpretation and concluding stages are provided in Chapter 6. The interpretation draws extensively from the branding and rebranding literature providing implications for theory and implications for policy and practice.

1.5 Thesis Structure

This thesis is structured into six chapters, illustrated in Figure 1.3. A brief description of each chapter is provided, followed by explanation of the logical progression of research problem to analysis and creation of an Expanded Corporate Rebranding Framework.

Chapter 1 – Introduction: Chapter 1 creates a context for the domain under study and provides a broad understanding of the rationale, method, and scope of the study. It highlights the research problem, research questions, justification for the research, and delimitations of the research, identifies the key definitions underpinning the research, and addresses the significant contributions of the research.

Chapter 2 – Literature Review: Chapter 2 reviews seminal and current literature pertaining to branding and rebranding. Brand definitions are provided and how brands work is discussed. Rebranding is defined and the differences between product and corporate brands are explained. The importance and process of creating a brand identity are presented, and the inherent potential to leverage cognitive and emotive consumer responses through brand heritage and nostalgia is discussed.

Additionally, corporate branding is defined and the seven dimensions of corporate brand personality are considered. The dominant extant corporate rebranding models and frameworks guiding the examination and analysis of Australian Rail Rebranding strategies and processes are then presented. Discussion of the importance and processes of developing a corporate visual identity (CVI), including brand name formulation and classification, leads into a discussion of logo benefits, formulation, cultural predilections, typeface, colour, shapes, a typology of logo visual elements and complexity and challenges of designing logos for corporate brands.
Figure 1.3: Thesis Structure
Source: Developed for this thesis

Next, definitions of brand equity are provided, and the notion that brand equity covers a firm-based and customer-based brand equity continuum is introduced. Two models of consumer-based brand equity are described followed by consideration of methods to measure brand equity. Lastly, the importance and challenges of ongoing brand management following rebranding are considered, together with the attributes and functions of brand managers and the need for brand managers to sustain and build brand equity.

Chapter 3 – Methodology: Chapter 3 addresses the methodological approach and outlines the research methods, and the research design for this study. The use of a multiple case study is justified, and the four AROs chosen for the case study are introduced. The multiple sources of data collection to triangulate the research is discussed. The use of semi-structured interviews as the primary data source and the most appropriate method of investigation for
reaching the research aims is presented. The methods employed in preparing for, conducting and post semi-structured interview processes are outlined. Lastly, the five phases undertaken to analyse the qualitative data for this research is presented (Yin 2010).

**Chapter 4 – Presentation of Findings ‘Within Case Analysis’**: Chapter 4 presents the analysed findings percolating from the research ‘within’ cases (Yin 2009). These are presented under ‘super parent’, ‘parent’ and subthemes. This chapter makes liberal use of selected interview participant quotations to provide a reflexive report relating data ‘richness’ and revealing the inside story of Australian Rail Rebranding (Bloomberg & Volpe 2012; Gibbs 2007). Each new section in Chapter 4 is preceded by a ‘model’ that graphically illustrates the super parent and parent themes, and how they relate to each ARO.

**Chapter 5 – Presentation of Findings ‘Cross Case Analysis’**: Chapter 5 provides a cross case analysis of the within in case findings presented in Chapter 4 (Miles, Huberman & Saldaña 2013). This chapter synthesises the individual ARO findings in Chapter 4 and compares and contrasts the findings across rail organisations (Richards 2014). Reoccurring, insightful and unexpected themes across organisations are highlighted and presented within a series of comparative tables. The analysis cross entities are designed to provide a deeper and more comprehensive understanding of rebranding in the case study rail organisations (Wahyuni 2012).

**Chapter 6 – Discussion and Interpretation of Findings**: Chapter 6 summarises the thesis, and reviews the main findings through the lens of compelling branding and rebranding literature. It provides a comprehensive interpretation and discussion of the key findings identified in Chapter 4 and Chapter 5.

### 1.6 Definitions

Table 1.1 identifies the definitions used in this thesis as the major reference points that support the literature. They do not represent all the definitions used, but, have been chosen as the most appropriate definitions for exploring and explaining the branding/rebranding phenomenon:
Table 1.1: Key Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Association</td>
<td>‘favourable, strong, and unique brand associations in memory’ (Keller 1993, p. 1).</td>
</tr>
<tr>
<td>Brand Audit</td>
<td>‘a comprehensive examination of the health of a brand in terms of its sources of brand equity from the perspective of the firm and the consumer’ Keller (1999, p.111).</td>
</tr>
<tr>
<td>Brand Credibility</td>
<td>‘the extent to which the brand as a whole is seen as credible in terms of three dimensions – perceived expertise, trust-worthiness, and likability’ (Keller 2001, p. 13).</td>
</tr>
<tr>
<td>Brand Equity</td>
<td>‘a set of assets and liabilities linked to a brand, its name, and symbol, that adds to or subtracts from the value provided by its product or service to a firm and/or to that firm’s customers’ (Aaker 1991, p. 12).</td>
</tr>
<tr>
<td>Brand Loyalty</td>
<td>‘a deeply held commitment to rebuy or repatronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts, having the potential to cause switching behaviour’ (Oliver 1999, p. 34).</td>
</tr>
<tr>
<td>Corporate Brand</td>
<td>‘can be defined as a cluster of functional and emotional values, which promises a particular experience. The success of a brand depends on the extent to which there is harmony between the managerially defined values, effective implementation of values by staff and appreciation of these values among customers’ (de Chernatony 2002, p. 4).</td>
</tr>
<tr>
<td>Corporate Branding</td>
<td>‘a systematically planned and implemented process of creating and maintaining favourable images and consequently a favourable reputation of the company as a whole by sending signals to all stakeholders by managing behaviour, communication, and symbolism’ (Einwiller &amp; Will 2002, p. 101).</td>
</tr>
<tr>
<td>Evolutionary Rebranding</td>
<td>‘Evolutionary rebranding describes a fairly minor development in the company’s positioning and aesthetics that is so gradual that it is hardly perceptible to outside observers’ (Muzellec &amp; Lambkin 2006, p. 805).</td>
</tr>
<tr>
<td>Logo</td>
<td>‘graphic design that a company uses, with or without its name, to identify itself or its products’ (Henderson &amp; Cote 1998, p. 83).</td>
</tr>
<tr>
<td>Marketing Aesthetics</td>
<td>‘Marketing aesthetics includes all brand elements that could be changed in a “rebranding” campaign including’</td>
</tr>
</tbody>
</table>
Chapter 1 - Introduction

<table>
<thead>
<tr>
<th>Modification of the logos and slogan to the “evolutionary creation of a new name”’ (Muzellec &amp; Lambkin 2006).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rebranding</strong></td>
</tr>
<tr>
<td>‘The word “rebrand” is a neologism, which is made up of two well-defined terms: re and brand. Re is the prefix to ordinary verbs of action sometimes meaning ‘again’ or ‘anew’, implying that the action is done a second time’ (Muzellec &amp; Lambkin 2006, p. 804).</td>
</tr>
<tr>
<td>‘the creation of a new name, term, symbol, design or combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors’ (Schroeder et al. 2006, p. 806).</td>
</tr>
<tr>
<td><strong>Revolutionary Rebranding</strong></td>
</tr>
<tr>
<td>‘Revolutionary rebranding, in contrast, describes a major, identifiable change in positioning and aesthetics that fundamentally redefines the company. This change is usually symbolised by a change of name and so this variable is used as an identifier for cases of revolutionary rebranding’ (Muzellec &amp; Lambkin 2006, p. 806).</td>
</tr>
</tbody>
</table>

1.7 Delimitations of the Study

This thesis has several delimitations that were established to create boundaries around the research parameters to make the research manageable. These delimitations thus establish the scope of the study and are identified below:

This research was constrained within a single industry setting, the rail industry. However, in addition to AROs, research was also conducted within government transport departments responsible for some of the AROs discussed in this thesis. Additionally, research was conducted in Australia’s peak rail organisation, the Australasian Railway Association.

This research is restricted to and focuses on corporate brands. Therefore, it does not attempt to research product brands, business to business, retail, charities or not-for-profit brands.

The geographic scope of this study was constrained to a single country (Australia).

The methodology and methods are discussed in Chapter 3. The methods are purely qualitative, based on a multiple case study approach. This research does not engage quantitative methods.
CHAPTER 2: Literature Review and Conceptual Framework

2.0 Introduction

The theoretical foundation of this research lies at the nexus of two academic discourses: rebranding and corporate branding theory. This chapter identifies areas where domains are under-theorised or under-researched, and presents rebranding conceptual models and frameworks that inform this research. From this discussion emerges each of the proposed research questions to be investigated in this thesis.

Section 2.1 provides definitions of brands, highlighting the ubiquitous nature of branding. It discusses how brands work through the principle of brand personality, and the associated extraordinary implications of anthropomorphism. The potential for brands to generate emotional attachment is discussed and an explanation of ‘rebranding’ is offered.

Section 2.2 goes deeper into the corporate branding concept, identifying the differences between product brands and corporate brands. It discusses the evolution of the corporate branding concept, the mechanism for building a corporate brand identity, and the phenomenon of heritage / nostalgic branding. The discussion is deepened by presentation of seven dimensions or ‘pillars’ of corporate brand personality.

Section 2.3 presents the most relevant and most complete extant corporate rebranding models, frameworks and schemas that pertain to this research. This literature is of fundamental importance in assisting to construct the research design, interview questions, and interpretation of findings.

Section 2.4 drills down into more detail into theory and principles underpinning the construction of Corporate Visual Identity (CVI). This includes the construction of marketing aesthetics such as brand name, logo typeface, colour and design. The challenges and complications of corporate logos are discussed. The overall dangers of misaligned corporate rebranding are illustrated through the summation of two case studies into disastrous corporate rebranding failures.

Section 2.5 defines brand equity, and presents two of the most cited brand equity models, as well as discussing potential mechanisms for capturing and evaluating brand equity.
Section 2.6 discusses the overarching importance of effective brand management, the attributes of good brand managers, key brand management activities, and the role of brand management in building and sustaining brand equity.

Section 2.7 provides a synthesis of the branding and rebranding literature with a summation of the key concepts, and dominant models and frameworks. It identifies the gaps in ARO rebranding knowledge and presents relevant corresponding RQs (Table 2.6). Next, apparent gaps in the CRF are discussed. This leads to the presentation of a ‘Conceptual Expanded Corporate Rebranding Framework’ (CERF) with RQs aligned against each phase (Figure 2.21).

An overview of Chapter 2 is depicted below:

### 2.1 Brand Overview

Section 2.1 discusses the nature of ‘brand’ and the distinction between product and corporate brands. It also addresses the question of how brands work, defines brand personality and discusses how brands form relationships with stakeholders. This section also identifies the use of anthropomorphic associations in branding. The functional and emotive components of branding that may lead to high levels of brand attachment, including the formation of brand communities are highlighted. Finally, Section 2.1 introduces the concept of rebranding.
2.1.1 Brand Definition

The classic definition of a brand is coined by the American Marketing Association (1960) as follows:

*A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors.*

This definition, however, has been criticized by some authors for its emphasis on product orientation and visual elements as the primary mechanisms to differentiate goods and sellers (Arnold 1992; Crainer 1995). Despite this criticism, much extant literature adopts the essence of this definition, although often with slight modifications (Aaker 1991; Doyle 1994; Kotler & Keller 2006; Stanton 1991).

Styles and Ambler (cited in Ambler & Styles 1997) observe that there are two essential attitudes towards brand definition. The traditional approach views branding as something that is added after product development. This is the ‘product plus’ view where branding is the last decision made in the new product development processes. The more contemporary approach is the holistic view, which considers the brand to be more than just the product, and sees the brand as the sum of all marketing mix elements. The holistic approach is defined by Ambler (1992) as: ‘… the promise of the bundles of attributes that someone buys and that provides satisfaction ... The attributes that make up a brand may be real or illusory, rational or emotional, tangible or invisible’ (cited in Ambler & Styles 1997, p. 222).

The emergent literature then suggests that the traditional, mono dimensional brand definition emphasising the distinctive focus of brands, has essentially been superseded as more researchers identify that brands real value is the combination of functionality with emotive meanings and unique associations (Kornberger 2010). A definition of brands that incorporates these dual aspects is: ‘a cluster of functional and emotional values, which promises a particular experience’ (de Chernatony 2002, p. 116).

The concept of brands today then, in addition to creating a perception of product characteristics, includes the perception of personality and values (Veloutsou 2008). Branded products, and more specifically individual brands are therefore in essence ‘the sum total of consumers’ perceptions and feelings about the product’s attributes and how they perform,
about the brand name and what it stands for, and about the company associated with the brand’ (Keller, K.L. 2003, p. 4).

However, despite these diverse definitions, there is not a universal agreement on a definition of brands. In fact, ‘there is a plethora of definitions of the brand’ (de Chernatony & Riley 1998, p. 417). Additionally, Stern (2006, p. 216) states that brand is a ‘term that has become so over defined that its meanings are variable’. The concept of the brand therefore has numerous perspectives.

Despite the multidimensional and diverse nature of branding definitions and concepts, most researchers believe that brands play an important role in a company’s success (Davis 2000). Therefore, a significant justification for investigating rail (re)branding is ‘recognising that marketing activity can potentially enhance or maintain customers’ awareness of the brand or the favorability, strength, and uniqueness of various types of brand associations’ (Keller 1993, p. 1). Additionally, increased ‘mind share’ with targeted customers translates to increased market share (Berry 2000).

Brand related stimuli (referred to in this document as marketing aesthetics) have the power to influence consumers’ attitudes regarding brands towards more favourable associations. Marketing aesthetics trigger specific cognition, feelings, sensations and consequent behavioural responses (Brakus 2009). Brands, therefore, have the capacity to evoke a wide range of emotions, particularly when consumers’ engagement with brands is self-referential. It follows that brands should create emotional benefit associations that are congruent with customers’ product desires and expectations (Ruth 2001).

Brands are credited with providing value to consumers that include: reducing consumers perceived risk and their costs of searching for reliable products/services; a guarantee of quality; creation and enhancement of experiences for consumers; social and cultural identification; a sense of social desirability; and even provision of social expression and attachment by connecting through the brand with a brand community (Keller 2012; Schmitt 2012).

2.1.2 Living in a Ubiquitous Brandscape
Anthropologist John Sherry is credited with creating the term ‘brandscape’ in 1986 (Sherry 1998). Brandscape is a marketing neologism combining the ‘brand’ concept, with ‘landscape’ (Wood & Ball 2013). Brandscape refers to the reach and influence of brands on all affected
stakeholders and has been simply defined as ‘the demarcation of territory by brands’ (Klingmann 2007, p. 83). Given the effects of globalisation over the last several decades, it may be reasonable to conjecture that most of the world’s population live in a sea of brands, essentially in a branded world that revolves around the brand concept (Solomon & Association 2003).

Further, most of us have been immersed in this brandscape ocean since infancy. In this regard, research identifies that approximately 30 percent of 3-year-old children and 91.3 percent of 6-year-old children can correctly identify brand logos (Fischer et al. 1991), while children 7–8 years of age can name multiple brands (John 1999). Further, children between 10 and 12 years of age have the cognitive ability to understand brand meanings and brand associations (Achenreiner & John 2003). Therefore, as succinctly stated by Albert, Merunka and Valette-Florence (2008, p. 1062), ‘brands are omnipresent in the everyday life of consumers’.

Further, McCracken (1986) identifies that not only do we live in a brandscape, but consumer goods carry and communicate critically important cues to our cultural meaning. He argues that the ability of consumer goods to convey cultural meaning is essentially more important to consumers than the goods’ ‘instrumental efficiency’. Thus although brandscape essentially refers to the increasing dominance of brands and brand associated imagery such as signs and logos, its connotation is far wider than simply being a space filled with identifying markers, as suggested by Salzer-Mörling and Strannegård (2007, p. 413):

*The brandscape is thus not merely a landscape filled with logotypes and images, but rather a culture where consumption and commodities are given meaning and where brands are crafted and circulated. It is a landscape where norms and values are produced and consumed.*

Many consumption decisions are therefore based on consumers’ interpretations of what is appropriate or inappropriate, based on their understanding of the cultural meaning appended to consumer goods (McCracken 1990).

Brands and brand images are therefore indelibly stamped into our psyche. In fact, neuro-marketing research has identified that some iconic brands create an explosion of neural cortical activity in the medial prefrontal cortex, the ventral striatum, and the nucleus accumbens, essentially the pleasure seeking and dopamine reward centres of the brain (McClure et al. 2004).
Brands are typically associated with consumer products, but given the fact that consumer goods and brands convey cultural meaning, it is not surprising that not only consumer goods, but virtually anything can be branded, for example, politics. The transition from a media driven model to a consumer model has created ‘branded’ political parties (Scammell 2007). Political branding now represents a fundamental component of politics (Milewicz & Milewicz 2014) where political brands have political brand value (PBV) which has been empirically proven to have a direct influence on voting behaviour (Winther Nielsen & Vinaes Larsen 2014).

Destinations can be branded. A brand identity, and a promise based on the inherent attributes of the location, can be translated into a brand personality, which can then be promoted in accordance with both its logical features and its emotional benefits (Morgan, Pritchard & Piggott 2003). Cities can be branded (Sevin 2014), and even nations. For example, ‘Brand USA’ (Hudson 2014) and ‘Brand Canada’ focused on ‘experiential marketing’ to promise special experiences and unforgettable memories that build profound emotional relationships with consumers (Hudson & Ritchie 2009).

Films may be considered brands that are strategic assets with significant brand equity, and film characters such as Jason Bourne and Lara Croft can become brands (O’Reilly & Kerrigan 2013). Successful artists are essentially branded ‘products’ where art market values art primarily based on name recognition and promotes global art brands such as Picasso, Van Gogh, Rembrandt, and Caravaggio (Schroeder 2005).

In fact, it has been suggested that the contemporary era is ‘the Golden Age of Brands’ (Allen, Fournier & Miller 2008, p. 781). However, creating successful brands is not easy (Joachimsthaler 2007) and many brands are fated to ‘die’ (referred to as brand senescence) over the longer term (Ewing, Jevons & Khalil 2009). Even the strongest and most valuable brands may experience future brand decline and death (Thomas & Kohli 2009) on account of changing dynamics of consumers and turbulent market forces (Jevons, Ewing & Khalil 2007).

There has also been a rise in anti-branding sentiment (Palazzo & Basu 2007), with ‘passive’ rejection of brands, as well as ethical activism and boycotting (Chatzidakis & Lee 2013). Anti-brand sentiments were brought to global attention in Naomi Klein’s book ‘No Logo’ in which she launches a scathing attack on corporate ‘brand bullies’ who use unethical and unsavoury marketing tactics (Klein 2000). A subsequent chilling expose of horrendous
slaughterhouse practices underpinning the fast food industry in the United States further fuelled the ‘anti brand’ sentiment (Haiven 2003). Even hailed American success stories are vilified by some as examples of the negative effects of globalised corporate capitalism, as claimed in the comment: ‘Starbucks has become a cultural icon for all the rapacious excesses, predatory intentions, and cultural homogenization that social critics attribute to globalizing corporate capitalism’ (Thompson & Arsel 2004, p. 631).

Branding and advertising have also been criticised for the enormous peer pressure they create for adolescents to consume the ‘right’ possessions. Research has identified that even when adolescents are keenly aware of manipulative advertising practices, many are powerless to resist the stimulus of consumption trends (Isaksen & Roper 2012).

Therefore, there are significant challenges for companies to create, promulgate and maintain strong brands with enduring positive stakeholder brand associations (Aaker 2012).

2.1.3 How Brands Work – Anthropomorphic Associations

Key questions arising from the observations of the powerful effect that brands have on consumers’ psyches, concern why people form such identification, associations, and attachments with inanimate objects like brands, and how brands evoke human emotions such that consumers have an engagement with brands that can be considered to be self-referential.

The answers lie in the fact that humans have a centuries old predilection to anthropomorphise symbols and ‘special’ objects into palpable entities, imbuing them with an intentional agency and human characteristics far exceeding any functional utility of the object. This tendency to anthropomorphise external objects appears to exist in all human societies (Fournier 1998; Mithen & Boyer 1996). Essentially, ‘perceiving humanlike characteristics in either real or imagined nonhuman agents is the essence of anthropomorphism’ (Epley et al. 2008, p. 144).

While this tendency has not been conclusively and empirically proven, animism theory suggests that humans anthropomorphise objects to feel a connection to the non-material world (Gilmore 1919). Animistic theory extended to brands offers several reasons for brands being anthropomorphised. One theory is that people may view brands as being possessed by a spirit from the past or present, or be imbued with the spirit of the giver, or endorser. This may help explain to some extent the brand / person association embedded in celebrity endorsement (Fournier 1998).
An essential component of material goods, then, is that they impart a psychological recognition far beyond their inherent functionality and are symbolic of social patterns, social aspirations, personal attributes, and goals. Commercial objects have an embedded symbolic character, and consumer choices involve implicit or explicit assessments of this symbol as to whether it coincides with the consumer’s own assessment of their actual or desired self-identity. The product/service may be purchased if the consumer believes that the inherent symbolism is consistent with their image or enhances the image towards what the consumer wishes to be. It follows that brands provide the quintessential vehicle for symbols of identity (Levy 1959).

It is not surprising that studies identify that in Western countries, between one-half to two-thirds of all purchasing decisions are driven by brands (Cova & Salle 2008). The relationship between self-identity and consumer’s perception of products that enhance self-worth, motivates the consumption of branded products, especially branded products (Kirmani 2009).

Six important aspects of anthropomorphism in branding are: brand personality; the perception of brands as having human and animal traits; consumer brand identification (CBI); brand communities and tribes; brand emotion, promise, warmth and competence; and rebranding. These aspects are illustrated and discussed in turn as follows.

2.1.3.1 Brand Personality (BP)

Humans may anthropomorphise a brand, transferring the human qualities of emotion, thought and volition brand characters, despite the fact that the brand has no sentient existence (it does not think and feel). The portrayed behaviour of the brand and associated behavioural marketing incidents are interpreted by consumers as personality traits. This may explain how consumers observing brand characters in advertising assign the brand with a ‘brand personality’, defined as ‘the set of human characteristics associated with a brand’ (Aaker 1997, p. 347). Indeed, the very fact that consumers accept advertiser’s efforts to personalise brands, and imbue brands with personalities, suggests that consumers and brands represent an important relationship dyad (Fournier 1998).

An example of this was Kodak’s use of the Brownie boy, and the Kodak girl in the early 20th century, which in addition to conveying the ease with which their cameras could be operated, provided strong associations to the Kodak brand. Repeated marketing of these characters, in family settings with children, dogs and friends, created strong consumer associations of Kodak being accepted as a family friend heralding good times. This created a very strong
identity for the Kodak brand, namely, simplicity and family, which may have been one of the key reasons for Kodak’s strong consumer loyalty (Aaker 1996).

An example of the use of an anthropomorphic agent in the rail context was the personification of the fictional character Phoebe Snow, who essentially represented the brand positioning for Lackawanna Railway. Crafted in the early 1900s, the rhythmic jingles relating Phoebe Snow’s rail adventures highlighted that passengers stayed cleaner when they rode Lackawanna trains. This passenger cleanliness was due to the use of anthracite coal on Lackawanna Railway passenger trains, which created less smoke and soot than competitors’ softer coals (Kitch 2005). Phoebe Snow was depicted as a beautiful young girl elegantly attired in white linen, and always in control, comfortable and cool. The marketing of this character was so successful that it led to ‘phoebeana’ (Grant 1994). Some of the best liked jingles are depicted in Figure 2.1:

![Phoebe Snow Jingle](image)

**Figure 2.1: Phoebe Snow Jingle**

Phoebe Snow became so popular that her name was printed on all Lackawanna Railway rolling stock. The railroad created the ‘Route of Phoebe Snow’, an entire passenger train was named after her, and she became a pin-up idol with hundreds of thousands of booklets of her verses distributed (Larson 1950).

In fact, some people may perceive brands as if they were actual human beings (Guido & Peluso 2015). Anthropomorphism has partly been defined as ‘the tendency to imbue the real or imagined behavior of non-human agents with humanlike characteristics, motivations, intentions, or emotions’ (Epley, Waytz & Cacioppo 2007, p. 864). The anthropomorphisation of Phoebe Snow, a fictional character created by the fanciful imagination of an artist, was demonstrated by the fact that the travelling public embraced her as a living personage (Botkin & Harlow 2015). In fact, Phoebe Snow’s popularity was such that the railway felt compelled to hire a model to represent Phoebe Snow in public (Schafer 2003). The extent of the public’s fascination with the elusive, alluring Phoebe Snow became apparent when the model, Marion Murray, alighted from a Lackawanna Railway train at Binghampton station, New York on 2 July 1904 to be greeted by 5,000 members of the public (Kitch 2005). Marion Murray subsequently became the most popular model in New York (Schafer 2003).

Humans, therefore, have no cognitive difficulty in viewing brands as human characters (Levy 1985; Plummer 1985) and easily see brands as celebrity or historical figures (Fangyuan & Peng Chen 2013; Rook 1985). The process of creating a brand personality, therefore, requires that a brand becomes personified, has intentional behaviours and is essentially ‘alive’. Brands are seen by some to be living things, with genealogies, identities, anatomies, and life cycles (Brown 2014). From the brands observed ‘behaviours’, consumers may deduce the ‘inner character’ of the brand’s personality (Aaker & Fournier 1995). This process works because ‘consumers readily see the human in the nonhuman’ (Aggarwal & McGill 2012, p. 308).

The notion of BP remained somewhat ambiguous until Jennifer Aaker’s seminal paper, which presented a brand personality construct with 5 overarching brand personality dimensions (Aaker 1997). Following its publication, the notion of BP developed into a significant academic research area (Avis, Forbes & Ferguson 2014). Aaker’s dimensions of BP are aligned to the ‘Big Five’ dimensions of human personality with each having several associated traits as depicted in Figure 2.2.
Although these personality traits are specific to North America, the propensity to imbue brands with personality traits has been found to be generalisable across disparate cultures and is not constrained to Americans or English-speaking peoples (Sung & Kim 2012). However, testing in different cultures demonstrates that although many of the dimensions remain consistent, there are cultural variations in perception of brand personality traits.

**Figure 2.2: Aaker’s Brand Personality Framework**


For example, both Japanese and Spanish cultures are more likely to seek harmony-oriented BP dimensions. Additionality Spanish cultures seek a BP dimension of passion (as opposed to ruggedness), imbued with the traits of intensity and spirituality (Aaker, Benet-Martínez & Garolera 2001). Further, although many BP dimensions are similar in both Korea and the United States, Korean’s put greater emphasis on Confucian values such as tradition and harmony (Sung & Tinkham 2005).

Some researchers have sought to extend and test the BP scale over a series of studies to prove that (their) BP dimensions are reliable and valid for individual brands, across multiple brands, in different product categories, and in cross cultural contexts (Geuens, Weijters & De Wulf 2009). However, the nature of emotional intensity in the brand, which is related to the
excitement dimension of the Brand Personality Framework, remains an area of intense interest in branding research (Fournier & Alvarez 2012).

Of interest is research findings that consumers have relationships with brands that mirror relationships between people, where consumers are found to perceive, feel and behave towards brands as they do towards other people (Kervyn, Fiske & Malone 2012; Lanier, Rader & Fowler 2013). The identified variety of these consumer / brand relationships is staggering. At least 15 relationship categories have been identified that include ‘arranged marriages, casual friends, committed partnerships, best friends, kinships, rebounds, courtships, flings, secret affairs, enslavements’ (Fournier 1998, p.362), ‘enemies, dysfunctional addictions, buddies and soul mates’ (Fournier & Alvarez 2013, p.260).

Bennett and Hill (2012, p. 199) state ‘that such brands are infused with some of the characteristics often associated with human personalities is no longer questioned by scholars’. However, despite such a bold assertion, it appears that there are academic scholars that dispute the entire notion of brands being imbued with human personality. For example, Caprara, Barbaranelli and Guido (2001) state that although it may be possible to describe brands with a few factors, it is unlikely that the factors used to describe human personality can be readily attributable to brands. Some research indicates that brand personality attributions are diffuse and different brand users often link different personality traits to the same brand (Romaniuk & Ehrenberg 2012).

Other researchers are even less supportive of the notion of BP as is evident in the following statement, ‘the nature and explanation of the humanlike entities that have been introduced into branding theory are at best general and at worst vague and ambiguous’ (Avis 2012, p. 312). The authors state there is a lack of clarity in the BP construct and clamour for a revisitation of the BP conceptualisation. Avis (2012) then undertakes a literature review to prove that there are incompatible distinctions between authors that describe brands as humanlike entities and those who view the brand personality concepts as being more metaphoric in nature.

However, other studies identify that anthropomorphism can and does occur by consumers towards products without any product design priming or promotional messages seeking to induce that effect (Hart, Jones & Royne 2013). Despite the critics, therefore, the broader question of whether marketers can manipulate consumer perceptions of a brand (humanlike or metaphoric) through creating distinctive brand personalities, to create more engagement,
attachment, loyalty, purchase and ongoing usage is undoubtedly affirmed in the literature. The ongoing success of Ronald McDonald, the Marlboro Man and Tony the Tiger are cited as examples that attest to the efficacy of a brand personification strategy (Aguirre-Rodriguez 2014). Additionally, the extraordinary global success of the Hello Kitty character is an exemplary case of successfully using anthropomorphisation as character brand management (Hosany et al. 2013).

Strangely, research indicates that after consumers are exposed to branding that includes cute animals, they are more likely to choose indulgent options such as self-reward (Nenkov & Scott 2014). Perhaps this helps to explain Hello Kitty’s phenomenal global success. The ubiquitous use of animal logos on collegiate US football and basketball teams is also seen as effective proof of the use of animal anthropomorphic brand devices (Payne et al. 2013). Animal symbols, therefore, appear to activate archetypal associations that are connected automatically in consumers’ minds to the cultural schema that the brand represents (Lloyd & Woodside 2013). An interesting contemporary example is an anthropomorphic creation of ‘Aleksandr Orlov’, a meerkat. The anthropomorphic advertising campaign that included the famous ‘simples’ saying allowed an obscure firm to become the world’s leading car insurance comparison website (CompareTheMarket.com) (Patterson, Khoegeer & Hodgson 2013).

Further, despite the unimaginative critique of authors such as Avis (2012), an overwhelming number of researchers both support and extol the notion of brand personality (Gill & Dawra 2010). Several researchers have sought to extend and test the BP scale over a series of studies to prove that (their) BP dimensions are reliable and valid for individual brands, across multiple brands, in different product categories, and in cross cultural contexts (Geuens, Weijters & De Wulf 2009). Further, the nature of emotional intensity in the brand, which is related to the excitement dimension of the Brand Personality Framework, remains an area of intense interest in branding research (Fournier & Alvarez 2012).

Freling, Crosno and Henard (2011, p. 404) state:

In essence, managers are increasingly turning to brand personality as a practical and requisite marketing tool. The brand personality appeal dimensions provide them with a more refined strategic tool than was previously available.
Indeed, where brand personality has been successfully implemented there is a measurable increase in both consumers’ loyalty and brand market share (Malär et al. 2012). Additionally, consumers have the propensity to infer brand personalities with very limited information (Sung & Choi 2012) and research demonstrates that the effective use of BP increases both brand trust and brand affect thereby evoking brand loyalty (Sung & Kim 2012). Thus, this research considers to what extent brand personality has been embedded within the rebranding of AROs to influence stakeholders, including patrons and employees.

### 2.1.3.2 The Biological Metaphor: Brands with Human and Animal Traits

Despite some doubters, as discussed in the previous section, there is overwhelming support from the literature for the notion that humans tend to anthropomorphise almost anything. This is perhaps strangely highlighted by the KFC nugget sale on eBay for $8,100 due to its supposed resemblance to George Washington’s noble profile (Brown & Ponsonby-McCabe 2013). In addition to invoking external human brand characteristics, a brand personality can also be largely influenced by the personality traits associated with the brand endorsers, as well as the CEO, and company employees (McCracken 1989).

An example of the use of an animal as an anthropomorphic agent is Exxon gasoline, who used a tiger image together with the slogan, ‘Put a tiger in your tank’, assigning to the Exxon brand human orientated attributes that symbolically ensured a car using Exxon gas would share the tigers’ characteristics of endurance, manoeuvrability, and strength (Cohen 2014). This BP association makes the tiger a mascot for the Exxon brand that essentially acts as a brand ambassador (Cohen 2014). Applied to the organisational arena, research highlights that a brand mascot, essentially a mundane artefact can become an important totemic symbol, profoundly effecting all constituents of a global corporation, upholding and reproducing the corporate identity even decades following the mascot’s invention (Cayla 2013).

Attesting to the efficacy of animal-based anthropomorphisation is the fact that marketing is replete with images of brand animals. Examples are Lacoste’s use of a crocodile motif, Coca-Cola’s polar bears and Japan’s tourism adoption of ‘Hello Kitty’ as their tourism ambassador to China and Hong Kong (Brown 2010). Interestingly, Connell (2013) contend that consumers will respond more positively to images of animals that have a higher physical similarity to humans, and more negatively to animals with lower physical similarity to humans.
Metaphors can sometimes assist with expressing meanings that may be otherwise difficult to elegantly convey (Rapp et al. 2004). However, there can be negative consequences with anthropomorphised brands, as some consumers may view organisations with anthropomorphised brands that have negative publicity less favourably than if the brand was not anthropomorphised (Puzakova, Hyokjin & Rocereto 2013).

A powerful realisation then is that with or without metaphors, not only do brands enable consumers to express themselves, but many brands act as cues and prompts that provide people with a means of defining self-identity (Aaker 1996; Kleine, Kleine & Allen 1995; Kornberger 2010). Essentially, poignant meaning can be transferred between brands and the self (McCracken 1986). In fact, significant research affirms this dual notion, that consumers use brands both as a form of expression, and a means to construct and define their self-concept and identity (Aaker 1999; Belk 1988; Hogg, Cox & Keeling 2000; Levy 1959; Sirgy 1982; Solomon 1983).

The challenge for a brand is to accurately portray their desired BP through the brand’s image, defined as ‘the way in which certain groups perceive a brand and refers to the way these groups decode all the signals emanating from the products, services and communication covered by the brand’ (Kapferer 1997, p. 9). An interesting example of brand meaning transference through brand personality is the way in which a motorbike, simply a mode of transportation, is perceived by the Australian Harley Owners’ Group (HOGs), to symbolise post-modern freedom, bordering on rebellion, when appended with the name of Harley Davidson. This perception is particularly interesting given that the majority of Harley Davidson customers are mainstream consumers (Schembri 2009). Other examples are Red Bull’s brand identity, which conveys speed, power, and recklessness (Brasel & Gips 2011), whilst BMW conveys a dynamic, challenging, and cultivated brand personality (Koll & von Wallpach 2014).

Numerous academic researchers attest that brands can embody, influence and communicate consumer identities (Coulter & Price 2008; Escalas & Bettman 2003; Fournier 1998; Lam et al. 2010; Strizhakova,). One construct to explain this is termed ‘self-brand connection’, defined as ‘the extent to which individuals have incorporated brands into their self-concept’ (Escalas & Bettman 2003, p. 340). Essentially, this process entails consumers comparing different brands’ associations and personality traits, to identify those that have the most
perceived similarity to their self-concepts, and then incorporating them into their self-concepts (Chaplin & John 2005).

This self-identification with the brand creates a cognitive link between the consumer and the brand (Whan Park et al. 2010). The self-brand construct, however, focuses primarily on the cognitive connection between the brand and consumer and is thus relatively monodimensional (Elbedweihy & Jayawardhena 2014). In fact, in their meta-study of Elbedweihy social identity, these authors show that the literature primarily defines identification in terms of cognitive process linked to a social categorisation perspective, thus ignoring the more multidimensional character of identification.

### 2.1.3.3 Consumer Brand Identification (CBI)

A more comprehensive/multidimensional construct to explain this phenomenon is termed ‘Consumer Brand Identification’ (CBI) (Stokburger-Sauer, Ratneshwar & Sen 2012). CBI is defined as ‘a customer’s psychological state of perceiving, feeling, and valuing his or her belongingness with a brand’ (Lam et al. 2010, p. 130). Although CBI has been criticised for lacking a clear and precise conceptualisation and in need of a rigorous operationalisation of the CBI construct (Elbedweihy & Jayawardhena 2014), the concept helps to highlight the unique connection that many consumers feel for a brand. The multidimensional nature of CBI acknowledges a consumers’ self-categorisation in terms of their identification with a brand, but also highlights that consumers brand identification includes ‘value and emotional significance’. In this regard, it has also been argued that ‘pleasurable consumption results from the emotional significance of the products consumed’ (Wilk 1997, p. 99).

This multidimensional connection both fosters a sense of self identity, and significantly influences consumers’ thoughts, feelings, and behaviour. Once a ‘label’ is associated with the self, this self-label has a strong influence on a person’s self-concept and sense of identity to the extent that it becomes a central theme, where a person strives to ‘be’ the type of person reflected in their sense of self (Lam et al. 2010). In this context, CBI refers to ‘the extent to which the consumer sees his or her own self-image as overlapping with the brand’s image’ (Bagozzi & Dholakia 2006, p. 49).

This has relevant implications for consumer behaviour (Reed Ii et al. 2012). Consumers often have the propensity to view possessions as ‘a major contributor to and reflection of our identities’ (Belk 1988, p. 139). This observation, when applied to CBI, assists in predicting consumer behaviours including repurchase intention and word-of-mouth brand narrative
(Lam et al. 2013). Further, the fact that CBI exists enables organisations to create sustainable competitive advantage through engendering brand loyalty (Lam et al. 2010).

One surprising theory underpinning consumer behaviour is ‘Terror Management Theory’ (TMT), defined by Arndt & Vess 2008, p. 909):

Terror management theory is a social psychological theory that draws from existential, psychodynamic, and evolutionary perspectives to understand the often-potent influence that deeply rooted concerns about mortality can have on our sense of self and social behaviour.

TMT posits that the terror engendered by humans’ unique awareness of their mortality and inevitable death can be mitigated through finding meaning in life by seeking those elements that create self-identity and self-esteem (Arndt et al. 2004). Additionally, TMT research finds that reminders of death promote behaviour that is consistent with cultural norms such as giving to charities, attending church as well as exorbitant spending (Fransen, Smeesters & Fennis 2011). Consumption behaviour is explained by TMT in terms of the added self-esteem that purchasing activity provides (Fransen, Smeesters & Fennis 2011).

2.1.3.4 Brand Communities and Tribes

The role and influence of other people associated with the brand also influence consumers’ consumption preferences through the agency of ‘social identity theory’. Social identity theory posits that an individual’s connections to social groups or organizations are critically important in the process of defining self-concepts (Tajfel & Turner 1979). Social groups are a collective of people who share similar views, see each other as similar and therefore identify with each other (Hogg & Abrams 1988; Stets & Burke 2000).

A person’s social identity will influence them to engage in activities that support their identity. Thus, they may support institutions that are perceived to encapsulate an identity that is congruent with and reinforces the individual’s identity, and members of an organisation may define their identity in relation to their feeling of oneness with the organisation (Ashforth & Mael 1989). In this regard, social identity theory may explain the diversity of remuneration expectations of senior executives. Specifically, an empirical study of the salaries of 3,000 top executives over a 10-year period identified that top executives are willing to receive lower remuneration when working at firms with strong brands than firms with less well known brands (Tavassoli, Sorescu & Chandy 2014).
Social identity may thus be a catalyst for individuals to seek like-minded individuals within a ‘brand community’, defined as ‘a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand’ (Muniz Jr & O’Guinn 2001, p. 412). In this regard, brands can be thought of as socially constructed objects, where consumers may take an active role in their creation.

In a globalised world, communities may form around any brand, but are more likely to cluster around brands with a rich heritage, strong image, and vital competitors. Brand communities are characterised by i) a shared consciousness or connection to the brand and community members, ii) communal traditions, rituals and stories transmitting the community meaning and brand essence, iii) a belief in a moral responsibility/duty towards the entire brand community as well as individual brand members. It is not surprising, therefore, that the formation of brand communities has been shown to directly influence brand equity (Muniz Jr & O’Guinn 2001).

One measure of brand equity is brand strength, which is essentially brand loyalty (Wood 2000). When consumers have an emotional brand attachment, they are more predisposed to hold favourable brand attitudes (Thomson, MacInnis & Park 2005). Also, brand communities provide a powerful conduit for consumers to forge deep emotional brand connections (Bagozzi & Dholakia 2006) and share their brand preference feelings with other like-minded consumers (Veloutsou & Tinho 2009). In fact, when individuals form a commitment to brand communities they typically become ‘fiercely loyal’ (Lemon, Rust & Zeithaml 2001) to a degree that is comparable to religious zeal (Muñiz Jr & Schau 2005). As brand community members have in-depth product knowledge and strong brand interest, they are often keen to generate new product ideas, and thus brand communities may represent a valuable source of innovation (Füller, Matzler & Hoppe 2008).

Further, ethnographic research into the brand communities of two well-known brands (Jeep and Harley Davidson), particularly at ‘brandfests’, has led researchers to conclude that brand communities can be created and influenced by marketers. Brand communities may, in fact, represent a unique point of sustainable differentiation, with positioning centred on the ownership experience, rather than ongoing product innovation (McAlexander, Schouten & Koening 2002). These authors hold that brand communities provide corporations with many advantages, principal among which is the potential to create a high degree of customer loyalty, and hence, favourable consumer behaviours amongst brand community members.
Such consumers act as ‘brand missionaries’, exhibiting behaviours such as forgiving service quality lapses or product failures, and being less prone to brand switching even when presented with another brand’s superior product. They are a ready market for brand extensions, are emotionally invested in the brand and its ongoing success, and often make long term investments in the corporations’ shares. The authors, therefore, imply that brand communities are the ‘Holy Grail of brand loyalty’ (McAlexander, Schouten & Koening 2002, p. 38). This view is supported by Ewing, Wagstaff and Powell (2013, p. 9), who state that ‘brand communities and co-created brand meaning have emerged as among the most important new fields of enquiry in brand management scholarship over the past decade’.

Opportunities for increasing consumers’ interaction with brands, including engagement in brand communities has been driven consumers’ willingness to adopt new technologies and their ever-increasing technological sophistication (Uncles 2008). Some researchers, however, view escalating online communications as a potential downside of brand communities as they create a risk that brand community members may represent the brand in a manner that is undesirable to the company. They therefore recommend that marketers actively engage in brand positioning and image building within online communication mediums (Felix 2012).

However, Fournier and Lee (2009) assert that it is a mistake to delegate the function of brand community formation to the marketing department alone. Rather the importance of brand communities should be elevated as a high-level strategic business strategy to maximise the potential benefits of brand communities to the corporation. They argue that although the merits of brand communities are evident, not all corporations have the capacity to create viable brand communities. An organisation wishing to create a brand community must approach it from an organisation wide perspective, working collaboratively across functional divisions, and be willing to cede some control to the consumer, and accept that conflict may arise as a brand community dynamic.

An important finding is that many consumers are less interested in the actual objects of consumption as the social links and associated communal identity that come with their acquisition. The premise is that these consumers, rather than seeking products that provide independent freedom, are seeking to re-establish ‘communal embeddedness.’ This theory posits that people seek to re-establish meaning within tribes, giving rise to the notion of ‘tribal marketing’ (Cova & Cova 2002).
In this regard, tribalism may not be underpinned by demographic segmentation, but rather behavioural segmentation, where tribe members have a similar attitude and behaviours to products and services. The term ‘tribe’, in postmodern parlance, may connote notions of a return to pre-industrial values of religiosity, local community feelings, value systems fused with others and a shared ethnocentrism (Cova 1997; Cova 2001). Unlike standard market segments, which are generally defined by homogeneity amongst consumers within a segment, a tribe is defined as ‘a network of heterogeneous persons, in terms of gender, age, sex, and income, who are linked by a shared passion or emotion. Its members are not just only consumers but also advocates’ (Dionisio, Leal & Moutinho 2008, p. 22). The communal shared experiences and self-expression formed around a common understanding of a brand’s meaning provide a ‘linking value’ that supersedes the utilitarian or hedonic value (Cova 2001).

Cova and Cova (2002) assert that tribes differ from brand communities, in the sense that brand communities are commercially orientated, whereas brand tribes are not. Therefore, where brand communities may be happy to be led by the corporation in terms of loyalty to a brand’s established strong values, tribal members desire to lead in the role of activists and contributors (Canniford 2011). However, there is a comingling of these concepts where the tribe has a similar passion for a ‘cult object’ to brand communities, such as Harley Davidson (Cova & Cova 2002). Opportunities, therefore, exist for brand managers to leverage subcultures and brand communities through engaging with the benefits of communal consumption, although consumer tribes are somewhat harder to access given their non-commercial and somewhat ephemeral nature (Goulding, Shankar & Canniford 2013). It has therefore been suggested that a major company objective should be encouraging consumers to progress from occasional brand users to brand tribe members (Taute & Sierra 2014).

### 2.1.3.5 Brand Emotion, Promise, Warmth and Competence

What gives brands value, then, are the ‘strong, favourable, and unique brand associations’ (Keller 1993) that stakeholders impute onto brands. These brand associations prompt consumers to pay a ‘price premium’, and pay far more than the intrinsic functional value of the product based on the additional brand perception benefits. Brand associations create brand relationships, prompt brand attachment, and brand loyalty, and may generate brand communities (Muniz Jr & O’Guinn 2001). When brand attachment is strong it evokes emotions, as emotions underpin the brand / self-connection (Whan Park et al. 2010). Strong brand attachment can result in ‘brand love’. When the brand love construct is measured
across ten attributes, consumers are found to exhibit comparable behaviours and passionate emotional bonds with their chosen brands as is experienced in romantic human love (Noel & Merunka 2013). Great brand passion positively affects brand commitment and word of mouth, as passionate consumers want to share their excitement for the brand (Albert, Merunka & Valette-Florence 2013).

Conversely, consumers may have negative emotional reactions towards brands that affect their behaviours in a different way. Sadness makes consumers inactive and not interested in reconnecting in a positive manner with the brand, anger induces complaints, contrary to embarrassment which inhibits complaining, worry encourages brand switching, and dislike may precipitate negative consumer behavioural responses (Romani, Grappi & Dalli 2012).

Brands often convey a ‘brand promise’ guaranteeing certain attributes, values, quality, performance and service (Maruca et al. 1995). However, brand promises should be aligned to the strategic vision and culture of the organisation and not promise to deliver services or experiences that the company cannot fulfil, which would be detrimental to the brand (Aaker & Joachimsthaler 2000). To build a strong brand and enhance brand equity, Aaker (1992a) recommends that a company attends to five major imperatives: establish a clear identity that is consistently promoted to consumers; create a corporate brand that provides a reassuring corporate image; establish integrated, consistent communications that provide a consistent corporate image; establish strong, even intense customer relationships; and develop symbols and slogans to provide brand awareness, perceived quality and of primary importance, a strong personality.

Establishing and maintaining a strong brand requires a company to clearly articulate their distinctive emotional and functional benefits (Knapp 1999). Therefore, having knowledge of emotion triggers and associated emotive benefits is important for marketing practice (Ruth 2001). Recent research into warmth and competence provides further knowledge of consumers’ feelings towards an organisation, and identifies a means for organisations to integrate rational and emotive components. In this regard, competence is a dimension of functionality, and warmth is an element of emotion. Research identifies that the combination of warmth and competence forms a universal construct of social judgment. Where groups are perceived to be warm and competent they arouse uniformly positive emotions including admiration and helpful behaviours. In contrast, where both warmth and competence are
lacking, there is uniform negativity including neglect, contempt and even attack (Cuddy, Fiske & Glick 2008).

Research has thus found that warmth and competence are adaptive processes created for human survival that essentially underpin human social behaviour. Aligned to a brand context, competent brands are seen to be brands that are trusted to be reliable, whilst warm brands are sensitive to the needs of consumers (MacInnis 2012). The notion therefore is that brand constructs may become strengthened by integrating the emotive element of both warmth and competence (Fiske, Malone & Kervyn 2012). Research identifies that companies that can exhibit both warmth and competence, induce consumers to be more willing to engage with and purchase from that company (Aaker, Garbinsky & Vohs 2012). Evidence suggests that customers want emotional engagement with brands (Taute & Sierra 2014), which implies that companies should provide more than product attribute positioning, and actively create affective-laden customer’s relationships.

2.1.3.5 Rebranding

Rebranding is primarily achieved through changing ‘marketing aesthetics’ or repositioning a product or company. Schroeder et al. (2006, p. 806) define rebranding as:

...the creation of a new name, term, symbol, design or combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors.

Just as almost anything can be branded, almost anything can be rebranded. An interesting case of rebranding was the political rebranding of Tony Blair leading into the general election in the United Kingdom in 2005. Labour was facing increasing public cynicism, declining enthusiasm amongst their own supporters and widespread anger, particularly among women voters towards Tony Blair, many of whom perceived that Blair had lied regarding the existence of weapons of mass destruction that precipitated the Iraq war (Scammell 2007).

Promise plc, a specialist brand building consultancy agency, found that the perception of Blair had significantly deteriorated over his eight years in office. In fact, the younger Blair had been perceived by many as an ideal leader who provided hope for the future, who instead had become a wicked political representative providing disillusionment and despair, prompting an electorate reaction that was compared to the feelings of jilted lovers. Tony Blair’s rebranding involved the creation of a new image that positively united the perception
of the young, enthusiastic, ideal Blair (Ideal Tony) with the later perception of the angry, tougher, ‘too big for his boots’ Blair (Terrible Tony). The new image comibled these two personas to create a rebranded ‘Mature Tony’ who was humbler, imbued with greater candour and a strong political leader willing to listen to the electorate, thereby spearheading a new labour brand (Scammell 2007).

2.2 Corporate Brand

Section 2.2 distinguishes the difference between corporate and product brands and their personalities. It provides a brief overview of the evolution of corporate branding and defines brand identity as well as outlining the building blocks for corporate brand identity. The increasing interest in heritage / nostalgic branding and the benefits of such brand associations are discussed. Next corporate rebranding is defined and discussed, followed by an overview of the ‘seven dimensions of corporate personality’.

2.2.1 Product vs Corporate Brand Personality

The first corporate brands are considered to be international fashion houses such as Dior and Chanel, and automotive manufacturers such as Mercedes and BMW (Hatch & Schultz 2009). The corporate brand is distinguishable from a purely product brand, offering special attributes (Aaker 2004a, p. 10):

The corporate brand is special because it explicitly and unambiguously represents an organization as well as a product. As a driver or endorser, it will have a host of characteristics and programs that can help build the brand. It can help differentiate, create branded energizers, provide credibility, facilitate brand management, support internal brand-building, provide a basis for a relationship to augment that of the product brand, support communication to broad company constituencies, and provide the ultimate branded house.

There is a significant distinction between product brand personality and the corporate brand personality. Product brand personality focuses on the personality that the product exudes, such as the ‘set of human characteristics associated with a brand’ (Aaker 1997). User imagery is formulated to create a product brand personality that provides a conduit for individual consumers to express their actual or idealised self-image (Hatch & Schultz 2003).

In contrast, corporate brands must convey a brand personality with a consistent theme that bolsters the reputation of the company to all stakeholders (Einwiller & Will 2002). Keller and Richey (2006, p. 76) therefore state that ‘as a result of the different focus, corporate-level
traits transcend individual products that the firm sells and the five product brand personality dimensions’.

Brands that have a distinct personality are believed to provide corporations with a significant advantage and contribute to brand equity. A strong brand personality provides a differentiating and enduring competitive strategy that provides benefits (or potentially harm) over the long term and may engender enhanced brand loyalty (Aaker 2014). In addition to providing a heuristic for functional benefits, a brand personality can amplify brand perception and experiences. It can generate brand / consumer relationship descriptors such as trustworthy, dependable, conservative, honest, genuine, reliable, well liked and respectable, adventurous, athletic, rugged, outdoorsy, fun, energetic, and social or caring and comfortable (Aaker 2014).

Australian rail is, in essence, a corporate brand rather than a product brand and thus research into whether Australian Rail recent rebranding strategies ‘bolsters the reputation of the company to all stakeholders’, is timely and justified. In this regard, it is salient to note that unlike a product brand that ‘is defined by what it does and represents’, a corporate brand ‘is defined as much by who it is as what it does’ (Keller & Richey 2006, p.75).

This aspect of ‘who it is’, if incorporated into a brand personality, can provide a competitive advantage, because although it may be easy for a competitor to copy functional components, it is much more difficult to copy the organisation’s culture, people, and heritage (Aaker 2014). Functional benefits are often difficult to sustain on an ongoing basis for differentiation, therefore organisations should expand the brand beyond functional benefits and incorporate emotional, or social benefits create a brand personality that can induce a relationship (Aaker 2012).

Surprisingly, the distinction between the concepts of product and corporate branding has been under-researched (Lee 2013). The rail rebranding phenomenon in the context of rail privatisation in Australian is particularly topical given the impact of deregulation of Australian rail. In Australia, up until the 1920s, railways monopolised land transport and consequently had no need to advertise for passengers. Following the 1920s, however, usage of names and symbols became increasingly widespread, to foster images to potential customers (Longworth, 2012).
Chapter 2 – Literature Review

Corporate brand personality is reflected by the roles and perceptions both senior management and line employees. Although product branding and corporate branding share the objectives of creating differentiation and preference, branding at an organisational level includes the need to manage interactions with multiple stakeholders, making it significantly more complex (Knox & Bickerton 2003). Balmer (2001, p. 281) identifies that ‘a corporate brand involves the conscious decision by senior management to distil and make known the attributes of the organization’s identity in the form of a clearly defined branding proposition’. The importance of employees’ influence on the corporate brand personality is also stressed in the literature. For example, Keller and Richey (2006, p. 74) state: ‘A corporate brand personality will reflect the values, words, and actions of all employees of the corporation’. In the 21st century, they state, a firm must manage its corporate brand personality carefully, in order to be successful.

2.2.2 Evolution of Corporate Branding Concept

The concept of corporate branding has evolved over several decades of scholarly enquiry into different aspects of marketing (with a customer focus) and multidisciplinary domains (with an organisational focus). These often disparate enquiries coalesced in the mid-1990s into the notion of corporate branding. Specifically, the concept of corporate branding in academic research has evolved in the following order: focus on corporate image and the customer; development of corporate personality; development of a corporate identity to create favourable perceptions with all stakeholder audiences, not just customers and employees; and the need to manage a corporate brand to satisfy multiple stakeholders, as depicted in Figure 2.3.
This long incubation and subsequent inception of the concept of corporate branding has resulted in an interesting breadth and depth of scholarly views. In fact, corporate brands have been described as ‘one of the most fascinating phenomena of the business environment in the twenty-first century’ (Balmer & Gray 2003, p. 972).

This multidisciplinary approach with broad horizons has been criticised by some authors as making some elements of corporate branding ‘fuzzy’ and mired in ‘fog’ (Balmer 2001a). The interdisciplinary nature of corporate branding also makes the domain decidedly complex (Fetscherin & Usunier 2012; Pillai 2012). Additionally, the multiple foundations and terms have created unresolved tensions in the discipline (Melewar, Gotsi & Andriopoulos 2012). Nevertheless, it is acknowledged that marketing has always drawn insights and theories from other disciplines, such as management, as well as psychology, economics, and strategy (Balmer et al. 2006).

In fact, the multidisciplinary focus on corporate branding may inspire creativity and innovation which could potentially lead to a distinct new area of management (Balmer 2001a).
Some aspects of corporate branding include: the organisational culture impacts on the corporate brand’s values forming an important ingredient of a brand’s identity (de Chernatony 1999); projecting the corporation’s values to consumers and the general public to create key elements of potential differentiation strategies (Hatch & Schultz, 2003); the vital role of employees in creating and projecting this brand personality (Keller & Keith 2006); the need to align the organisations internal process and corporate culture with those of the brand (internal branding); and the crucial role of the employee in delivering the promised service (Harris & de Chernatony 2001; Punjaisri & Wilson 2007).

In this regard, internal branding is a focus on the organisation’s internal constituencies, existing employees (Foster, Punjaisri & Cheng 2010). However, since the effective delivery of the corporate brand promise is reliant on individual employees and each service encounter may potentially lead to variability of the corporate brand experience, employees need to take ownership and authentically ‘live the brand’ (deChernatony 2002).

A corporate brand is seen as the ‘heart’ of the company, comprising passionate and compassionate traits, the ‘mind’ of the company comprising creative and disciplined traits, and the ‘body’ of the company, comprising agile and collaborative traits (Keller & Keith 2006). Given the multi-stakeholder nature of corporate brands it is particularly important to create ‘rich, multi-faceted relationships with key constituents’ (Keller & Richey 2006, p.80). The later concepts of corporate branding focus on corporate reputation and corporate brand management (Balmer 1998).

The employees’ role in branding is particularly important where firms are primarily service orientated (such as rail). Where employees are competent, responsive, interested in customers, engaged, and empowered, the corporate brand will generally generate more respect, liking, and subsequently loyalty. This notion highlights that the attitude and culture driving employee behaviour is critically important, and is largely defined by the example and representation of senior executives or corporate founders. Cited examples of service excellence where corporations have created significant loyalty based on employees visible and enthusiastic customer interaction are companies such as Nordstrom’s and Southwest Airlines (Aaker 2004b).
Corporate branding can therefore be defined as (Einwiller & Will 2002, p. 101):

"...a systematically planned and implemented process of creating and maintaining favourable images and consequently a favourable reputation of the company as a whole by sending signals to all stakeholders by managing behaviour, communication, and symbolism."

In contrast to product brands, corporate brands crucially affect myriad stakeholder groups (Balmer & Gray 2003). Corporate brands affect the construction of identities of diverse stakeholders including employees (through the associated esteem of working for the corporation), suppliers and even governments.

Corporate brands fulfill a number of functions, including communicating the brand’s values, identifying competitive differentiation and influencing stakeholder group’s perceptions of increased esteem and loyalty to the organisation (Balmer 2001b). When managed properly, the corporate brand represents a valuable strategic resource capable of creating a sustainable competitive advantage, plays an important role in generating and sustaining company’s financial performance (Aaker 1996; Knowles 2003). Thus, this research investigates the corporate brands of prominent AROs and how these corporate brands have been constructed through a corporate rebranding strategy and associated processes, discussed in more detail in Sections 2.2 and 2.3.

Table 2.1 summarises three main concepts found in Corporate Branding, namely image, identity, and culture:
### Table 2.1: Corporate Brand Dimensions

<table>
<thead>
<tr>
<th></th>
<th>Strategic</th>
<th>Tactical</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMAGE</strong></td>
<td>Corporate image as a corporate asset (Dowling, 1993) in relation to building reputation</td>
<td>Image is managed across multiple touchpoints (Hogan et al., 2005; Helm and Jones, 2010)</td>
</tr>
<tr>
<td>Strategic</td>
<td>Corporate marks</td>
<td>Band experience is managed in relation to multiple stakeholders (Brakus et al., 2009)</td>
</tr>
<tr>
<td></td>
<td>Image as denoting ownership and thus protecting the brand (de Chernatony and Riley, 1999; Balmer and Gray, 2003)</td>
<td></td>
</tr>
<tr>
<td>Tactical</td>
<td>Reputation as key strategic asset (Fombrun and Van Riel, 2003; Abratt and Kleyn, 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Corporate Image is seen as differentiating one company from another (King, 1991; Bick et al., 2003)</td>
<td></td>
</tr>
<tr>
<td><strong>IDENTITY</strong>:</td>
<td>The strategic management of corporate identity gives differential advantage (Markwick and Fill, 1997; Fombrun and Van Riel, 2003; Abratt and Kleyn, 2012)</td>
<td>Historical links to the management of corporate visual identity (Olins, 1995; Melewar and Saunders, 1998)</td>
</tr>
<tr>
<td>Strategic</td>
<td>Organisational characteristics or attributes provide authenticity and credibility (Balmer and Gray, 2003; Aaker, 2004)</td>
<td>A key tactical issue is the alignment of identities (Balmer and Greyser, 2002)</td>
</tr>
<tr>
<td></td>
<td>There are often multiple identities in organisations (Cheney, 1991; King, 1991)</td>
<td>Consistency and clarity in communication (Brann et al., 2006) and the related field of integrated marketing communication (IMC) (Schultz et al., 1993)</td>
</tr>
<tr>
<td><strong>CULTURE</strong>:</td>
<td>Culture as a basis for developing the corporate brand (Dowling, 1993). Expressed through core values (Urde, 2003, 2009)</td>
<td>Articulation of the core characteristics of the brand as personality (Aaker, 2007)</td>
</tr>
<tr>
<td>Strategic</td>
<td>Integration of brand across the organisation (Urde, 1999; Urde et al, 2013)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Corporate brands based on the heritage of a brand (Urde et al, 2007)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Gyrd-jones, Merrilees and Miller (2013, p. 574)

### 2.2.3 Brand Identity

A properly managed brand needs a brand identity to both guide and inspire brand building. Further, where a brand identity is lacking or ambiguous, the brand building will very likely be ineffective. A brand identity is essentially several brand associations that convey an organisational promise to customers. Brand identity is therefore far more than mere advertising and as such should have depth and richness. This depth and richness incorporate a value proposition that clearly communicates the functional, emotional, or self-expressive benefits. A strong brand identity therefore assists in creating a brand to customer relationship (Aaker & Joachimsthaler 2000).
Aaker and Joachimsthaler (2000) highlight the power of a strong brand identity by referring to Virgin’s success. They state that Virgin’s business success, including the success of Virgin trains, relies on a business strategy of entering markets where business is complacent, bureaucratic, and uninterested in customer needs. In sharp contrast, Virgin’s core brand identity built on the principles of service quality, innovation, fun, and value for money allows Virgin to be perceived in these markets as a caring, innovative underdog that provides an attractive alternative.

These authors state that brand identity is formed from twelve categories of brand identity elements positioned around four viewpoints. These are: the brand as product (quality/ value, user experience, users, product scope, product attributes, and country of origin), the brand as organisation (organisational attributes, local versus global), the brand as person (brand personality, customer/ brand relationships), and the brand as symbol (visual imagery/ metaphors and brand heritage) (Aaker & Joachimsthaler 2000). This model is illustrated in Figure 2.4.

These dimensions do not have to be fulfilled to establish brand identity, and in fact, very few brands will have associations in all twelve categories. However, the authors assert that to adequately convey the brand’s aspiration, the brand identity will need to be transported through at least six of the twelve dimensions. As this set of associations can be rather large and unwieldy, they can be essentialised by identification of the most important brand identity elements into a core identity. They can further be extended through the extended brand identity and then the organisation’s soul can be crystalised in the brand essence (Aaker & Joachimsthaler 2000).

The core identity will ideally reflect the organisational strategy and values as well as provide a key brand differentiation to resonate with customers. The core identity provides a focal point for organisational members and customers. For many brands, and particularly corporate brands leadership is embedded into the core identity. Strong identifiable CEOs and leaders that establish a high brand aspiration can inspire employees and partners, and provide reassurance to consumers, particularly where leadership infers quality and/or innovation (Aaker & Joachimsthaler 2000).
Figure 2.4: Brand Identity Model

Source: Aaker & Joachimsthaler (2000)
The core identity, however, is often terse, which can create ambiguity. Developing an extended brand identity is therefore recommended as it includes important brand associations not included in the core, such as the brand personality (Aaker & Joachimsthaler 2000).

The extended brand identity assists organisations to avoid brand product-attribute fixations and ephemeral focus on advertising taglines. A rich extended brand identity provides a more accurate and complete reflection of the brand which benefits brand implementation decisions. The authors’ analysis of the Virgin brand, for example, identifies that the core identity has four primary embedded concepts: quality, innovation, fun/entertainment, and value. The extended identity includes a positioning sentiment of the brand as an underdog, the brand personality, and associated Virgin symbols (Aaker & Joachimsthaler 2000).

Distilling the brand associations into a singular essential vision that expresses the brands’ soul can provide a powerful branding force. This is achieved by focusing brand associations into a brand essence. The brand essence statement is not simply reiterating a multitude of core identity phrases, but rather, it provides a slightly different perspective that captures the brands’ truth. Thus, the brand essence binds the core identity elements together, as the hub to which the core identity elements are linked. The brand essence should be powerful enough to resonate with customers, provide sustainable competitive differentiation and provide the soulful impetus that energises and inspires organisational employees and other stakeholders. The brand essence is thus far more than a tagline identifying the brand’s position relative to a place and time. Rather, it is representative of the organisation’s real identity, which can be sustained over long periods of time, with a primary function of energising organisational members (Aaker & Joachimsthaler 2000).

Consideration needs to be given to whether the identified brand essence is more functional or expressive. However, it is asserted that a brand based on emotional and self-expressive benefits is a more compelling basis for relationships. The emotional benefit heightens the likelihood of a brand purchaser feeling something during buying or using the products / service. Emotional benefits thus increase the richness of brand ownership and use (Aaker & Joachimsthaler 2000).

Self-expressive benefits are where the brand provides a conduit for consumers to fulfil a self-image. The brand identity system also suggests that brands should create a relationship with its customer through a relationship construct. A common problem in building brand identity is the ‘product-attribute fixation trap’ where the brand is constructed purely as a bundle of
attributes that delivers functional benefits. This approach is based on the misguided assumption that consumers are only interested in information about product attributes on which to base their brand choices. This ignores the powerful self-expressive benefits and emotional benefits that a strong brand offers (Aaker & Joachimsthaler 2000).

Regarding the model’s four categories of brand identity, however, it should be recognised that in the brand as a product construct, the strongest brands also offer superior products / service, and thus functional benefits should not be abrogated in lieu of only emotive benefits. Rather the combination of both functional and emotional benefits is found to be significantly superior to a focus on either. Also, in addition to creating a quality product representing consumer value, the intangible nature of organisational associations are seen to represent a powerful point of differentiation. Brand personality is also stated as an expedient means to make a brand interesting and memorable, and as a conduit to develop brand / consumer relationships. In this context, personality metaphors assist to make relationships clearer and more motivating. Lastly, a strong symbol provides the identity with cohesion and structure. This assists with both recognition and recall. The brand identity can be rendered more vivid with the development of visual metaphors. Essentially, the symbol is also a key component in creating and maintaining brand equity (Aaker & Joachimsthaler 2000).

Developing a strong brand identity has many benefits. It provides a richer, more accurate reflection of the brand. It provides guidance to decision makers, removes ambiguity and can be inspiring to employees and other stakeholders. However, developing a brand identity does not occur in a vacuum, but rather, is supported by undertaking three analyses: a customer analysis, a competitor analysis, and a self-analysis. It is perilous for an organisation to not complete this level of analysis. Further, as the brand identity is aspirational, it is recommended that the whole organisation is involved in capturing values and culture. Additionally, effectively implementing the brand identity requires ‘buy-in’ throughout the organisation (Aaker & Joachimsthaler 2000).

Given the significance of developing a strong brand identity to create brand essence, which reflects the organisational strategy and values and creates brand differentiation to inculcate customer resonance, a key area of enquiry for this thesis is how and to what extent have AROs created brand identity.
2.2.4 Corporate Brand Identity Associations

The following are some examples of how corporations have created the emotional and social benefits discussed in the previous section. Marriott focused on creating an exceptional environment in the hotel lobby to make business travel both more pleasant and more effective. Prius innovative hybrid design creates self-expressive benefits for both the corporation and driver who exude their environmental commitment. Additionally, both Harley-Davidson and Starbucks have consumers that represent a desirable group, thus offering social benefits (Aaker 2012). Where corporations can develop consumers’ strong emotional bond with their brand, consumers often engage in exclusive repurchasing, and resist brand switching even when presented with attractive incentives to switch (Grisaffa & Nguyen 2011).

Consequently, many of the world’s greatest brands can transcend the rational, economic aspects of their organisation and make deep emotional connections with their customers, inspiring feelings of closeness, affection, and trust (Berry 2000). Recognition of this undertaking by organisations is nicely encapsulated by Berry (2000, p. 134) ‘brands that connect emotionally are authentic summations of a company with a soul’.

Brands make lavish use of visual materials including brand logos, product design, packaging and distinctive brand images to create brand identity and drive brand marketing campaigns (Schroeder 2005). Similarly, corporate brand identity can be reinforced by managers creating a distinctive, strong and integrated visual identity. Further, a brand identity that has positive congruence with brand personality significantly enhances positive reputation (Pinson & Brosdahl 2014).

Aaker (2014, p. 25), who uses the terms brand identity and brand vision interchangeably, is uncompromising in his assertion of the importance of a brand vision / image for a company seeking to build a strong brand presence:

Your brand needs to have a brand vision: an articulated description of the aspirational image for the brand; what you want the brand to stand for in the eyes of customers and other relevant groups like employees and partners.

Where this brand vision is absent, Aaker (2014) asserts that the brand will drift aimlessly, accompanied by relatively ineffective marketing programs.
2.2.5 Heritage / Nostalgic Branding

One sub-construct considered important in the Brand Identity Model within the ‘self-analysis’ and ‘brand as a symbol’ sections, is consideration of potential brand heritage elements to assist in creating a distinctive brand identity. Given that AROs have a considerable history, such as QR freight, rebranded as QR National and then Aurizon, which has a 147-year history, further discussion of heritage / nostalgic branding is salient. An organisation’s history has the potential to be of significant importance for most companies’ corporate identity (Blombäck & Brunninge 2009).

Brand heritage is defined as (Urde, Greyser & Balmer 2007, p. 4):

... a dimension of a brand’s identity found in its track record, longevity, core values, use of symbols and particularly in an organisational belief that its history is important. A heritage brand is one with a positioning and value proposition based on its heritage.

Corporate heritage branding is a nascent field of research (Balmer & Burghausen 2015; Burghausen & Balmer 2014; Hudson & John 2013), and is recognised as a future priority area for branding research (Hakala, Lätti & Sandberg 2011).

Hudson and John (2013) have developed a comprehensive model of brand corporate heritage based on the work of pioneering sociologist George Herbert Mead. The model is too detailed to relate here, but it is important to mention that they view brand authenticity and nostalgia as two elements that inform corporate heritage branding. They view nostalgia as a powerful construct that has at its core individual or group yearning for past events (Orth & Gal 2012).

Older brands remind consumers of their past and the communities that shared those brands, and thus there is a close relationship between personal and communal nostalgia (Brown, Kozinets & Sherry Jr 2003). This yearning for objects or experiences from a prior era represents a cognitive sentimental recollection of the past (Hudson & John 2013). Although nostalgia can engender both melancholic and utopian sentiment (Pickering & Keightley 2006), in general, nostalgic brands have been found to engender positive mood changes in consumers (Orth & Gal 2012).

Several variations of nostalgia are evident in brand heritage. Personal nostalgia relates to sentimental recall of events that were either personally experienced, or were experienced indirectly through awareness of significant events in an individuals’ past social context. Alternatively, historical nostalgia (also referred to as ‘vicarious nostalgia’) is when real
events can be recalled in memory, not garnered from lived experience, but rather derived from knowledge of popular culture or historical writing (Hudson & John 2013). Vicarious nostalgia can be evoked through advertising aimed at building brand heritage perceptions, thereby strengthening brand attachment (Merchant & Rose 2013; Muehling & Sprott 2004). Studies suggest, however, that relatively high levels of historical nostalgia need to be achieved through advertising cues before significant change is observed in consumer attitudes and intentions towards a brand Marchegiani & Phau 2010; Phau & Marchegiani 2011).

Lastly, utopian nostalgia, also referred to as ‘synthetic nostalgia’, refers to a romantic longing to visit fictional places that never existed, or events that have never occurred, but have been promulgated as events belonging to a mythical Golden Age, such as the Arthurian legend and the idealised life at Camelot (Hudson & John 2013).

The salient point is that brands, products or design attributes that either existed during prior eras, are associated with these eras, or are even associated with idealised fictional narratives may act as potent cues for recollection, sentimental effects and romanticised associations. In fact, scholars assert that consumption of goods with an association of a nostalgia has boomed in the west (Goulding 2001). Marketers can thus use nostalgia to leverage both cognitive and emotive consumer responses (Sierra & McQuitty 2007). Brand heritage strategy can thus embed nostalgic elements to encourage consumers to engage with the brand history and enhances brand attachment (Hudson & John 2013).

As a case in point, the use of ‘synthetic nostalgia’ has proven to be extraordinarily successful for some corporations that effectively promote a corporate heritage entirely based on a fictional corporate identity (Alexander 2009). For example, the luxury brand Gucci with an annual revenue of $4 billion US in 2011, portrays their image through a cluster of equestrian icons, based on a ‘borrowed’ corporate heritage with a fictional presentation that the organisation had once been illustrious saddle makers (DeFanti, Bird & Caldwell 2014).

Many luxury brands, therefore, seek to create an aura of distinction and pedigree by situating the brand in a real, or fictional time and space to exploit the brand’s heritage and assert the brand’s authenticity (Alexander 2009). The salience of heritage in luxury brands can even be leveraged in the physical place of the brand, with heritage stores evoking a ‘special aura’ that embody the identity of the brand through its associated history. For example, Dior’s heritage store is described as ‘mythical’ and ‘legendary’ (Dion & Borraz 2015).
Of interest to organisations such as Australian rail is the idea that brand heritage and the associated nostalgia it evokes can significantly enhance consumer marketing and brand communication (Burghausen & Balmer 2014). Although nostalgia is somewhat complex, it appears to be pervasive in the human condition, and thus an appreciation of nostalgic bonding and an understanding of nostalgic cues in humans, can be incorporated into marketing strategies (Holbrook 2003). Brand heritage drives both brand perception and consumer behaviour, significantly enhances perceived brand trustworthiness and reduces perceived purchasing risk. Consumers are prepared to pay price premiums where the organisation’s traditional values denote credibility, continuity, and orientation (Wiedmann et al. 2011a). Further, brands denoting a heritage of credibility, reliability and authenticity are found to be preferred in turbulent times, such as an economic crisis (Schwaiger & Sarstedt 2011).

It is therefore recommended that executives of companies with a tangible history consider the potential to create competitive advantage through exploiting heritage associations (Hudson 2011). As many Australian Rail organisations have histories spanning 100 years or more, this may be of pertinent interest to senior executives in AROs. Interestingly in a review of nostalgia in British rail industry Strangleman (1999, p. 729) stated that ‘the railway industry is perhaps one of the most fruitful for exploring notions of nostalgia because of its place within the nations psyche’. The author goes on to state that British railways affirm a past greatness, and a ‘mass market’ exists for magazines, books, hobbies and other materials that allow consumers to ‘wallow’ in nostalgic rail reminiscences. There is even a niche genre of autobiographies by former railway employees (Strangleman 2002).

It is argued that Australian rail could potentially generate similar nostalgic poignancy because, as Longworth (2012. p. 15) asserts, ‘the railway has traditionally been a powerful image in Australian popular culture’. Brand heritage offers strategic benefit in a corporate marketing context (Burghausen & Balmer 2014; Santos, Burghausen & Balmer 2016), that can positively enhance stakeholder perceptions and corporate reputation (Wiedmann et al. 2013). Essentially, it is recommended that brand managers and marketing strategists become aware of the power of leveraging brand heritage branding (Hudson 2011).

Using corporate history to effect organisational change has also been shown to be a powerful tool for managers (Brunninge 2009). Corporate heritage identity stewardship requires adroit management that respects the past, present and future corporate orientation, and has acuity towards the organisation’s socio-cultural positioning within society (Burghausen & Balmer
As Balmer, Powell and Balmer (2011, p. 1383) state, ‘corporate heritage brands have a perennial brand promise which are of the past, present and prospective future’. Heritage brands are not stuck in the past, but rather, a heritage brand’s historical, distinctive traits create meaning and value that still have present salience and provide a conduit for making future history (Urde, Greyser & Balmer 2007). Positioning the organisation through a corporate heritage prism can provide ‘inestimable value in uncovering, identifying, maintaining and communicating an institution’s heritage and provides an additional means by which a companies and stakeholders alike can profit from the inherent latent value of corporate heritage identities’ (Balmer & Balmer 2013, p. 291).

Effective corporate heritage management is comprised of five elements: (1) relationship of trust brand and its brand community; (2) keeping authenticity in the brand; (3) keeping the brand relevant and respected and sensitive to public issues; (4) having environmental empathy; and (5) ongoing corporate brand stewardship (Balmer 2011). Incorporating heritage elements into corporate branding is believed to afford many advantages including: providing a competitive advantage through distinctive positioning; increasing depth, authenticity, and credibility to the value proposition; enhancing relationships with noncustomer stakeholders; making it easier to recruit (and retain) executives and employees; and building internal commitment and pride (Urde, Greyser & Balmer 2007).

Given the multiple benefits that have been identified with heritage / nostalgic branding, it is perhaps unsurprising that Aaker (2004b) asserts that any brand and brands that have been struggling would find it beneficial to ‘recapture’ their heritage. They may achieve this by re-examining their roots to explore the attributes and associations that made it special and successful in its formative years (Aaker 2004b). However, it is recognised that conveying the contemporary image of the organisation whilst retaining authentic heritage can be a difficult balancing act, as stated in the comment by Schultz and Hatch (2003, p. 20):

Finding the right balance between respecting the authentic heritage of the brand and making this heritage relevant to current and future stakeholders is an ongoing concern for any company pursuing a corporate brand strategy, particularly in a time of increasing stakeholder involvement.

The key to success for heritage brands is, therefore, cultivating the heritage by balancing the brand’s authentic personality informed by the past, with a recalibration of the brand identity, brand meaning and core values to be relevant to present and future consumers (Wiedmann et
al. 2011b). This may include a need to convey that product offerings have been updated to contemporary functionality standards (Cattaneo & Guerini 2012). A risk with corporation’s search for new sources of brand equity is that they may abandon some of the historic brand associations that underpin their current equity. Often companies chase new brand associations, only to years later find value in ‘returning to their roots’ (Keller 1999).

AROs may therefore find it fruitful to harness the power of heritage branding through recapturing nostalgic associations, whilst bolstering the brand identity to convey contemporary innovative performance improvement initiatives. Rail appears to be predisposed to elicit nostalgia. Literature relates that rail patrons typically feel a warm and frequently passionate emotional connection with the branding imagery and messages associated with rail livery and advertising. These strong feelings for the railway and their branded trains often last for decades. In this context, some interesting emotive themes are revealed, such as the ‘nostalgia’, the ‘feeling’, ‘something special’ the ‘charm’ and the ‘magical quality’ of rail (Jandt 2010). Several British rail companies have rebranded their image to re-incorporate heritage elements. For example, GNER (Great Northern Eastern Railway) rebranded their name and train livery with the intention of re-establishing a golden era of railway travel (Strangleman 1999).

### 2.2.6 Corporate Rebranding

The term ‘rebranding’ with the prefix *re* signifies that an existing brand is modified / branded for the second time, often with a change of name (Muzellec & Lambkin 2007). Brand reinvigoration is often achieved through modifying or totally changing branding elements that aim to change the perceptions of stakeholders towards the brand.

It is evident from the illustration in Figure 2.5, which depicts the multiple incidences of corporate logo rebranding by Pepsi compared to the singularly distinctive and unaltered image of Coca-Cola, that incidences of rebranding amongst competitors in the same industry can be remarkable different. Corporate rebranding and corporate name changes are often very expensive exercises. For example, name change from Andersen Consulting to Accenture cost an estimated of $13 million (Stuart & Muzellec 2004) and an additional $170 million in advertising (Callahan 2002), while Esso’s change to Exxon cost a staggering sum of approximately $200 million (McQuade 1984).
Figure 2.5: Examples of Corporate Rebranding
Source: (Nader 2009)
2.2.7 Corporate Brand Personality

As discussed in Section 2.2.3, brand personality refers to human characteristics that are associated with the brand. This association is formed through using a metaphor (human personality) to understand phenomena (brands). The fact that metaphors can be used to describe both abstract and emotive concepts means that metaphorical analysis and expression can be used to describe any abstract idea, including brands (Hanby 1999).

This further means that a brand, rather than being a lifeless artifact, can be considered as ‘a living entity, with a personality with which we can form a relationship and that can change and evolve over time’ (Hanby 1999, p. 8). The most widely cited brand as a person metaphor construct is the ‘Brand Personality Framework’. The framework identifies brand personality traits associated with brands across 5 dimensions, and thus is often referred to as the ‘Big Five’, discussed in Section 2.2.3 and illustrated in Figure 2.2 (Aaker 1997).

The Brand Personality Framework has, however, been criticised as not being directly applicable to the corporate branding domain. The dominant cited issue is that the framework does not work with stakeholders, including customers and employees (Davies 2003). The author, therefore, undertook empirical research to create a ‘Corporate Personality Scale’. The scale was based on the image and identity associations related to human personality research such as those related in the Brand Personality Framework (Aaker 1997), but was designed to also measure internal and external dimensions of corporate reputation. The research identified seven dimensions or ‘pillars’ of corporate brand personality, as illustrated in Figure 2.6.

The two dimensions that are correlated most significantly with both staff and customer satisfaction are agreeableness and competence. Agreeableness is particularly correlated with honesty, sincerity, trustworthiness and social responsibility, which further enhance reputation and integrity. Agreeableness is also recognised as a core component of human personality, and is the antithesis of an aggressive and arrogant personality. These later attributes are equated to a corporation that has a corporate brand personality that is ruthless (refer to Figure 2.6).
Table 2.2 identifies the seven dimensions of corporate personality depicted in Figure 2.6, and lists the underpinning personality attributes within each dimension. The corporate personality scale therefore assists to identify both how organisations may construct corporate culture, as well as how corporate culture may be perceived by both external and internal stakeholders. As the ‘Corporate Personality Scale’ more clearly relates to corporate branding, than the more widely known ‘Brand Personality Framework’ it has been utilised as a means of more clearly understanding the corporate personality of the AROs researched in this thesis. This model is particularly pertinent to the fourth research question for this study:

**RQ 4: What is the effect of rebranding on AROs’ corporate culture?**

### 2.2.8 Rationale for Corporate Rebranding

Changing consumer desires, new competitors and new or alternative technologies can cause brand image to change over time. Therefore, the elements that created positive brand perceptions in one era do not necessarily transpose to a new generation. Whether such perceptions are ‘real’ or not is not necessarily the salient point. Brand meaning often exists in the minds of consumers to the extent that ‘perception is more important than reality’ (Duncan...
& Moriarty 1998). Essentially then in building and managing a brand it is necessary to carefully manage perceptions.

**Table 2.2: Seven Dimensions of Corporate Personality**

<table>
<thead>
<tr>
<th>Agreeableness</th>
<th>Enterprise</th>
<th>Competence</th>
<th>Chic</th>
<th>Ruthlessness</th>
<th>Machismo</th>
<th>Informality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheerful</td>
<td>Cool</td>
<td>Reliable</td>
<td>Charming</td>
<td>Arrogant</td>
<td>Masculine</td>
<td>Casual</td>
</tr>
<tr>
<td>Pleasant</td>
<td>Trendy</td>
<td>Secure</td>
<td>Stylish</td>
<td>Aggressive</td>
<td>Tough</td>
<td>Simple</td>
</tr>
<tr>
<td>Open</td>
<td>Young</td>
<td>Hardworking</td>
<td>Elegant</td>
<td>Selfish</td>
<td>Rugged</td>
<td>Easy going</td>
</tr>
<tr>
<td>Straightforward</td>
<td>Imaginative</td>
<td>Ambitious</td>
<td>Prestigious</td>
<td>Inward looking</td>
<td>Authoritarian</td>
<td></td>
</tr>
<tr>
<td>Concerned</td>
<td>Up to date</td>
<td>Achievement oriented</td>
<td>Exclusive</td>
<td>Authoritarian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reassuring</td>
<td>Exciting</td>
<td>Leading</td>
<td>Refined</td>
<td>Controlling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive</td>
<td>Innovative</td>
<td>Technical</td>
<td>Snobby</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreeable</td>
<td>Extrovert</td>
<td>Corporate</td>
<td>Elitist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honest</td>
<td>Daring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sincere</td>
<td></td>
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<tr>
<td>Trustworthy</td>
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<tr>
<td>Socially responsible</td>
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<td></td>
</tr>
</tbody>
</table>

Source: Davies (2003)

The predominant reason for rebranding, then, is to change stakeholders’ perceptions towards the brand, and reinvigorate a brand and recapture or enhance brand equity (Muzellec & Lambkin 2007). In this regard, ‘rebranding is expected to provide a golden opportunity for complete transformation’ (Kaikati & Kaikati 2003, p. 17). Consequently, it is important for a brand to maintain favorable brand associations that are unique and strong (Keller 1999). Managing brands over time may consist of reinforcing brands or revitalising them. To revitalise a brand, lost elements of brand equity need to be recaptured or new brand equity elements need to be identified and established. Keller (1999) points out that unless brands are managed in this manner, over time brand awareness will diminish and brand image will weaken.
2.2.9 Non-for Profit Organisations (NPOs)

The organisational structures of AROs researched for this thesis are summarised in Table 3.7: Overview – Rail Organisations Selected for Case Study (page 122). This clearly identifies that the AROs are either aligned to privatised or government ownership, and are not NPOs. However, in the Corporate Branding context, it is salient to consider branding issues within NPOs given their enormous organisational footprint within Australia.

Specifically, the 2010 Productivity Commission Report (Productivity 2010), identified there were approximately 600,000 NFP organisations in Australia. The 2016 Cause Report states that Australia now has one NFP organisation for every 422 people and has 56,894 charities (McLeod 2016).

In June 2013, NFP employment represented 9.3 per cent of the Australian workforce with 1,081,900 employees (McGregor-Lowndes 2014). The national regulator for the charity sector, the Australian Charities and Not-for-profits Commission (ACNC) revealed in the Australian Charities Report 2015 that charities in Australia had a total annual income of $134.5 billion. However, 80 per cent of the charity sector’s total income went to the largest 5 per cent of charities. Additionally, over $54.4 billion, was generated from sources outside of government funding and donations (Cortis et al., 2016). Therefore, NPOs in Australia are increasingly responsible for providing welfare and social services, whilst enhancing Australia’s social capital (McMurray et al. 2012).

However, the environment surrounding the partnership between non-profit organisations (NPOs) and the Australian government that existed for the better part of a century has dramatically changed. In the contemporary era it is characterised by tighter funding, increasingly targeted government initiatives and significant competition for government contracts, grants, and donors (Weerawardena & Mort 2012).

Australian NPOs are therefore finding it increasingly difficult to obtain the funding required to meet perennially increasing social needs (Polonsky, Grau & McDonald 2016). This has attracted more commercial providers to ‘traditional’ non-profit sector markets and has increased marketing research interest into the rise of innovation and social entrepreneurship in NPOs (Weerawardena & Mort 2012).

Given this competitive funding environment, marketing has become an increasingly important tool for NPOs (Venable et al. 2005). It is therefore alarming that an empirical study
into the knowledge and use of marketing strategies by NPOs in UK, USA and Australia found a lack of understanding and use of marketing strategies and tactics. Specifically, many NPOs lack knowledge of principles of marketing with most NPOs focusing primarily on sales and promotional activities. Additionally, only one fifth of marketing employees have studied marketing at university level, or received on the job training (Dolnicar & Lazarevski 2009).

Further, researchers state that brands and branding is of increasing importance to NPOs, and that brand-oriented non-profit organisations will be more successful than NPOs who do not focus on brand development (Napoli 2006). Indeed, enhanced NPO brand awareness has been found to positively contribute to donation intentions (do Paço, Rodrigues & Rodrigues 2015).

Nevertheless, research on branding strategies has been almost exclusively undertaken in the for-profit domain (Venable et al. 2005). Although brand management is well developed in marketing management it is nascent in non-profit organisations (Mort, Weerawardena & Williamson 2007). Research identifies that rebranding may significantly enhance a NPO’s ability to attract funding, or otherwise increase their income.

For example, several high-profile UK fundraising charities, who renamed, repositioned and changed their images experienced income increases of more than 10% per annum (Bennett & Sargeant 2005). Creation of strong non-profit brands therefore provides NPOs competing for scarce funding a distinct competitive advantage (Venable et al. 2005).

The frameworks that have been developed for the commercial concept are not adequate to fit the context of NPOs, and therefore NPO managers and employees consider effective branding to be a significant challenge (Chapleo 2015). Given the dearth of research into branding in NPOs (Mort, Weerawardena & Williamson 2007; Venable et al. 2005), it is probably not surprising that there is even less academic literature identifying the rebranding strategies and practices of NPOs (Lee 2013, p. 1125).

There is therefore a significant gap in the branding and rebranding concepts developed in the for-profit arena that need to be adapted to the unique needs of the NPO sector. In fact, according to Mort, Weerawardena 2007, (p.111):

...though there is a substantial literature on branding in the for-profit domain and some emerging work in the non-profit area, we observe that there is little that provides a coherent framework or systematic approach to capture how branding strategies are pursued in NPOs. We argue that the substantive issues that must be addressed include: approaches to brand
management; recognition and legitimisation of tangible brand elements; identification of intangible brand values and communication to stakeholders; and recognition of branding at the corporate/organisational level and development of the brand at that level for competitive advantage.

2.3 Models of Corporate Rebranding

Section 2.3 explains why and how corporations rebrand. This discussion is related through the lens of dominant rebranding models and frameworks and identifies the primary factors (drivers), goals and processes of rebranding, the rebranding stages, principles of rebranding and the notion that corporate rebranding may occur on a continuum from evolutionary to revolutionary rebranding.

A review of the literature reveals two primary extant models of the corporate rebranding process. The two extant models that best describe the entire corporate rebranding process are thus first introduced and discussed in terms of their application to corporate rebranding and their suitability for informing the context for Australian rail industry rail rebranding drivers and processes. These are the three components ‘Model of the Rebranding Process’ (Muzellec & Lambkin 2006), and the ‘Corporate Rebranding Framework’ (CRF) (Daly & Moloney 2004). The Model of the Rebranding Process is discussed first and the three components underpinning the model are explained, namely factors precipitating corporate rebranding as well as goals and processes. The CRF presents a rebranding model with three major sections: analysis, planning and evaluation, with specific elements described within each section. The CRF appears to represent the most complete overview of the entire rebranding process in the literature, and thus is frequently referred to in this thesis.

Additionally, researchers have more recently attempted to broaden the corporate rebranding paradigm and create ‘a more sophisticated and substantial theory of corporate rebranding’ (Merrilees & Miller 2008, p. 537). This paradigm is summarised within a ‘Six-Principle Schema for Rebranding’ (Merrilees & Miller 2008), which is discussed next. Lastly, an illustration termed a descriptive model is discussed, namely ‘Rebranding as a Continuum’ (Muzellec & Lambkin 2006).

These models and frameworks inform many of the research questions which are identified in this discussion. Further, many of findings in Chapter 4 ‘within case analysis’ and Chapter 5
‘cross case analysis’ are correlated to this section. Finally, much of Chapter 6 analysis, interpretation and implications of the findings is viewed through the lens of the rebranding models and frameworks discussed in this section.

2.3.1 Model of the Rebranding Process

Based on their study of 165 organisation’s rebranding strategies, Muzellec and Lambkin (2006) developed a three component ‘model of the rebranding process’. This model identifies four corporate factors or catalysts precipitating corporate rebranding, and further identifies rebranding goals and processes, as depicted in Figure 2.7.

![Model of the Rebranding Process](source)

**Figure 2.7: Model of the Rebranding Process**

Source: Muzellec & Lambkin (2006, p. 820)

2.3.1.1 Rebranding Factors

The first key component in the model is the set of ‘rebranding factors’. These catalysts for corporate rebranding are grouped into four broad categories: change in ownership structure; change in corporate strategy; change in external environment; and change in competitive position. Muzellec and Lambkin (2006) report that of these, the most frequent rebranding reasons were mergers and acquisitions (33 %), followed by spin-offs (20 %), and image-related problems (17.5 %).
The main rebranding catalysts, particularly those precipitating a name change, are significant decisions, events or processes that require a fundamental redefinition of the corporation’s identity. These events typically follow from sudden, structural changes following from a merger or acquisition or due to changing demand patterns or competitive conditions that have gradually eroded market share, or the firm’s reputation. Within the Australian rail sector, Aurizon’s rebranding fits into the ‘change in ownership structure’ catalyst. The primary catalyst for Rail Corp rebranding to Sydney Trains appears to have been the ‘change in legal environment’ and ‘change in competitive position’ (outdated image), following allegations of corruption and subsequent criminal charges against senior directors (Cripps 2009).

The general corporate rebranding literature suggests that there are four main rebranding factors. This thesis research explores whether these factors also apply to AROs. Hence, research question 1 a) is:

**RQ1 (a): What are the rebranding factors underpinning rebranding decisions in AROs?**

### 2.3.1.2 Rebranding Goals

The second element in the rebranding process model, ‘rebranding goals’, identifies that typical goals for rebranding are to reflect a new identity, or to create a new image. is consistent with the rationale for Aurizon creating a new identity distinct from QR, and Sydney Trains reinvigorating a stained image. Similarly, the rebranding of Telecom Eireann ‘exemplified attempts at rebranding by many former state monopoly companies that have image problems, and which hope to influence customer images by a radical revitalisation of their marketing aesthetics’ (Muzellec & Lambkin 2006, p. 814). In Britain, negative publicity and poor corporate reputations created a flurry of rebranding activity during franchising changes with both new names and new livery. For example, First Group was renamed FirstScot Rail, and Connex South Central was renamed with its heritage name of Southern, in order to change a perception of poor reliability back to its pre-nationalised rail reputation for style and comfort. A retro designed logo was created to bolster this revamped image (Johnson 2004).

The general corporate rebranding literature suggests that there are two main rebranding goals. This thesis research explores whether these goals also apply to AROs. Hence, research question 1 b) is:
RQ1 (b): What are the rebranding goals underpinning rebranding decisions in Australian Rail Organisations?

2.3.1.3 Rebranding Process

‘Rebranding process’, the third element in Muzellec and Lambkin’s model, highlights the need for corporate brands to appeal to both internal and external stakeholders. This is consistent with corporate branding literature. For example, Einwiller and Will (2002) state that corporate brands must convey a consistent brand personality to multiple stakeholders, whilst Knox and Bickerton (2003) contend that corporate brand personality is conveyed via senior management and line employees increasing corporate branding complexity. Additionally, Merilees and Miller (2008) stress the importance of internal branding and brand strategy implementation in corporate rebranding.

Muzellec and Lambkin’s (2006) Model of the Rebranding Process thus highlights the need to both convey a brand personality that will change external stakeholders’ perceptions of the corporate image, as well as aligning employee’s culture with corporate values, and convincing internal stakeholders to embody the new projected brand promise in their words and actions. The importance of employees in the branding processes is succinctly summed up in the following statement by Aaker 2004b, p. 8):

*The people of an organisation, especially in a firm with a heavy service component, provide the basis for the corporate brand image. If they appear engaged, interested in customers, empowered, responsive, and competent, the corporate brand will tend to engender greater respect, liking, and ultimately loyalty.*

The general corporate rebranding literature suggests that processes are an important aspect of the rebranding process. This thesis research explores the third aspect of the Model of the Rebranding Process (Muzellec & Lambkin 2006), to ascertain the process steps that apply to AROs. Hence, research question 1 (c) is:

RQ1 (c): What are the rebranding processes underpinning rebranding decisions in AROs?
2.3.2. Corporate Rebranding Framework

It is significant to note that similar to Muzellec and Lambkin (2007), Daly and Moloney (2004) identify that corporate rebranding is a serious strategic decision for a corporation, requiring careful planning. Their ‘Corporate Rebranding Framework’ (CRF) identifies three stages in corporate rebranding: analysis, planning and evaluation (see Figure 2.8):

**Figure 2.8: Corporate Rebranding Framework**

Source: Daly & Moloney (2004, p. 35)

The primary three sections of the framework are discussed hereunder:
2.3.2.1 Analysis
The situation analysis considers market size, market potential and competitor strengths and weaknesses. The second component recommends a brand audit. To identify changing sources of brand equity, it is necessary to profile brand knowledge and ascertain consumers’ perception of the brand as regards their brand awareness and the strength, favorability, and uniqueness of their brand associations. This stage may also include an internal marketing analysis that identifies both management and employee’s attitudes, perceptions, fears and aspirations towards the rebrand. Following the audit, decisions are made whether to maintain permanently, retain temporarily, or remove marketing aesthetics, or to create a ‘new brand’, towards ‘revolutionary’ rebranding. The multi-stakeholder orientation requiring communicating with and training employees is highlighted.

2.3.2.2 Planning
The Planning Stage is comprised of four primary elements: target audience (internal and external); internal customer (communication strategy); external customer (renaming strategy); and the rebranding marketing plan.

Target audience – internal and external
Although the illustration of the CRF includes reference to a target audience, the commentary in the article is surprisingly devoid of any clarifying detail; evidently this title is self-explanatory.

Internal customer – communication strategy
The authors emphasise the importance of developing communications and training programs orientated to gaining commitment and support of employees, and ensuring that employees acquire the requisite knowledge pertaining to companies policies and procedures.

External customer – renaming strategy
Daly and Maloney (2004) consider four potential renaming strategies (interim/dual, prefix, substitution and brand amalgamation strategies). It should be noted, however, that the authors’ case study was primarily based on the rebranding of Eircell to Vodafone, and therefore some of the renaming strategies are particularly aligned to corporate mergers and acquisitions. For example, the prefix method is used when there is a merging of two or more brands, where none of the existing brands are used as the new brand. Rather, the new brand is added as a prefix to the legacy brands. After some time, the legacy names disappear, and the prefix name becomes the dominant name for the new brand. Brand amalgamation occurs
when two strong brands are merged together and their brand names are amalgamated to further strengthen the values of both brands. As AROs have essentially rebranded from the same organisational entity (with the exception of MTM, who beat Connex in a government–private enterprise franchise-tender bid), and are not subject to mergers and acquisitions as such, these rebranding options are probably not as relevant to their situation.

The interim / dual renaming strategy is characterised by an interim situation where the old name remains with the new name for a period of time before the old name is finally dropped. This strategy is aimed at absorbing the brand equity from the legacy brand and conveying it into the emergent brand. Although this typically follows the acquisition of one organisation by another, it could potentially have been used by AROs during rebranding. For example, Sydney trains could have continued to use the name Railcorp in addition to Sydney trains, and Aurizon could have continued to use the name Queensland National in addition to Aurizon for a period. The potential efficacy of this strategy would, of course, be based on the premise that there was sufficient brand equity in the legacy brand to justify this interim renaming amalgamation.

Substitution strategy is where there is a switch from the old name to a completely different name. Of all the available renaming strategies, the substitution strategy is regarded as the most risky renaming strategy, particularly where there is strong emotional attachment from stakeholders. It is recommended that this strategy is not used without considerable research, and a carefully crafted communication strategy designed to minimise potential confusion and resentment, and to reassure stakeholders (Daly & Maloney 2004). This is pertinent to this research, as three of the four rail organisational case studies (Aurizon, Sydney Trains and MTM) have used a substitution renaming strategy.

It should also be noted that although this element of the CRF is titled ‘external customer’, the primary emphasis is on the renaming strategies, and it does not provide keen insight, or recommendation of methods for external stakeholder engagement.

**Rebranding marketing plan**

The ‘rebranding marketing plan’ section highlights that the termination of a well-established brand, that is a valuable asset, is a serious decision. Successful rebranding only occurs where the process has been planned very carefully and follows established principles of marketing planning. The situation and self-analysis is followed by effective planning and implementation, resourcing and budgeting, and appropriate planning of each element of the
marketing mix. Internal customers (employees) play an essential role in achieving corporate rebranding objectives. Therefore, the importance of the internal customer communication process, together with appropriate training to ensure that employees deliver services to the requisite technical and functional standards, is reiterated. Given the importance of both internal branding and external branding embedded within the CRF, this research considers how AROs have attempted to address these issues.

It should be noted that although the authors use the word ‘implementation’ once within the rebranding marketing plan context, it is not elaborated on, and has not been included within the illustration of the CRF. The fact that the Daly and Maloney (2006) framework does not identify an implementation stage is a curious oversight. An implementation stage is thus incorporated in the conceptual model presented in Section 2.7.2.

### 2.3.2.3 Evaluation

Daly and Maloney’s (2006) article identifies that evaluation should be undertaken throughout all stages of the rebranding process as well as upon completion. Undertaking evaluation throughout all stages of the rebranding provides opportunities to refine the campaign, and alter aspects of the plan as required. Additionally, an overall evaluation at the end of the rebranding process assists with a holistic understanding of the efficacy of the planning. (Daly & Moloney 2004).

However, the authors do not provide specific steps that may assist with this evaluation phase. One valid process may be to evaluate rebranding in terms of the impact of corporate rebranding on brand equity. This is discussed in greater detail in Section 2.5.

Overall, Daly and Moloney (2004) CRF provides a useful rebranding map that identifies the key phases involved in a rebranding process. However, there are evidently numerous gaps in the framework. This is discussed in more detail in Section 2.7.2, where the CRF provides the basis for an expanded conceptual framework (CERF).

### 2.3.3 Six-Principle Schema for Rebranding

The Six-Principle Schema of Corporate Rebranding essentially mirrors the three sections in the CRF discussed in the previous section: a need to re-vision the brand based on consumer’s existing and anticipated needs; ensuring commitment of stakeholders through internal marketing or internal branding; and implementation phase that leverages advertising and
other marketing mix elements (Merrilees & Miller 2008). The six principles are presented as follows:

**Principle 1**

‘Designing a suitable brand vision for the corporate rebrand should balance the need to continue to satisfy the core ideology of the corporate brand, yet progress the brand so it remains relevant to contemporary conditions’ (Merrilees & Miller 2008, p. 540).

This principle highlights the inherent paradox in corporate rebranding of balancing the status quo with a need to move forwards. A potential solution is to combine the benefits of retaining strong core values associated with current strong branding whilst creating innovation through embracing investment and change.

**Principle 2**

‘Successful corporate rebranding may require retaining at least some core or peripheral brand concepts to build a bridge from the existing corporate brand to the revised corporate brand’ (Merrilees & Miller 2008, p. 540)

Although there is pressure for a brand ‘refresh’, this linkage of corporate brand concepts maintaining a nexus between the existing brand and the new brand is of vital importance. Corporate brand memory should not be abandoned. Rather, its inclusion assists in maintaining legitimacy with organisational customers, thereby facilitating stakeholder acceptance of the rebrand.

Some of the statements in Principle 2 are, however, somewhat surprising, given the conjecture of a ‘rebranding continuum’ provided in other rebranding models and frameworks. Specifically, Merrilees and Miller (2008, p. 541) state: ‘This principle suggests that rebranding is an incremental change process as opposed to a radical change’. This contention, however, does not take into consideration the model of Muzellec and Lambkin (2006) and their notion of rebranding as a continuum from evolutionary (incremental) to revolutionary (radical). Further, in their article Managing Corporate Rebranding, which introduces the CRF discussed in Section 2.3.2, the authors state: ‘This paper views rebranding as a continuum, from revitalising a current brand, the full name change involving alterations and brand values and promises’ (Daly & Moloney 2004, p. 30)
Chapter 2 – Literature Review

Principle 3
‘Successful corporate rebranding may require meeting the needs of new market segments relative to the segments supporting the existing brand’ (Merrilees & Miller 2008, p. 541).

The principle considers the fact that markets evolve over time, spawning new market segments. Brands, therefore, need to keep a contemporary, fresh focus to meet the needs of these new market segments. However, these segments may have different needs from the original brand customer base. Consequently, the corporate rebranding re-visioning may require adding new attributes with a contemporary fresh focus to appeal to these new segments (Merrilees & Miller, 2008).

As identified in Section 2.3.2, the CRF illustration included ‘target audience’, but had little clarifying detail. Principle 3 provides the additional insight that not only existing internal and external audiences should be considered, but the rebranding process provides a revisioning opportunity to identify new target market segments as well.

Principle 4
‘A company applying a high level of brand orientation through communication, training and internal marketing is more likely to have effective corporate rebranding’ (Merrilees & Miller 2008, p. 541).

This principle draws on relevant corporate branding literature to extend the discussion of the internal customer communication strategy provided in the CRF. It highlights the necessity for internal stakeholder ‘buy-in’, and for employees to ‘live the brand’ to realise effective corporate rebranding. For employees to understand the essence of the company and feel a sense of brand ownership, the importance of leadership to facilitate internal branding is highlighted.

The necessity for clear marketing and communication implementation is addressed by Merrilees and Miller (2008) in principle 5 and 6 of their rebranding schema as follows:

Principle 5
‘A successful company having a high level of integration and coordination of all aspects of the marketing mix, with each brand element aligned to the corporate brand concept in its corporate rebranding strategy implementation, is more likely to have effective corporate rebranding’ (Merrilees & Miller 2008, p. 542).
Effective corporate rebranding is more likely where all aspects of the marketing mix are integrated and coordinated methodically. All strategy elements must be integrated including product or service design, customer service, distribution, pricing and relationship management, each brand element of the marketing mix should be directly aligned to the brand concept, and brand ‘touch points’ operationalised.

**Principle 6**

‘Promotion is needed to make stakeholders aware of the revised brand, with possible additional benefits if non-mass media are included in the promotion mix’ (Merrilees & Miller 2008, p. 542).

The new, revised brand needs to be communicated to stakeholders. Promotion is therefore required to make stakeholders aware of the rebranding. However, it is recommended that non-mass media are also included in the promotion mix. This may include interactivity between staff and customers and could even be initiated or led from customers. Public relation activities are recommended when the aim is changing attitudes, and creating awareness for new initiatives. The authors further posit that such bottom-up methods are potentially more effective than a top down communication exercise in achieving greater involvement of stakeholders.

Merrilees and Miller’s (2008) ‘six-principle schema for rebranding’ has added further insight into rebranding strategy and mechanics, and informs the following research questions:

Principle 4 highlights the importance of internal branding in corporate rebranding, whilst Principle 6 highlights the importance of external branding. However, no study identifies how AROs undertake internal and internal branding. This thesis research therefore considers to what degree AROs may have undertaken internal and external branding.

**RQ 3: How do AROs undertake internal branding and external branding?**

**2.3.4 Rebranding as a Continuum**

Corporate rebranding means changing some or most of the branding elements, which may include the organisation’s brand name, logo, packaging, marketing communications, advertisements and signage, and in the case of rail entities, the livery or ‘train wrapping’. Typically, the objective of changing marketing aesthetics is to modify stakeholders’ perceptions with the aim of impressing external audiences (Dacin & Brown 2006; Muzellec
& Lambkin 2007) and to develop a new differentiated positioning perception for stakeholders and competitors (Muzellec & Lambkin 2006). Muzellec and Lambkin (2006) posit that there is a continuum in the rebranding process between evolutionary and revolutionary rebranding, relative to the degree of change in market positioning and visual aesthetics.

Evolutionary rebranding is a gradual, incremental process of modification of the logos and slogan, with no or minor adjustments to the name and minimal brand repositioning that is considered a natural and necessary brand management activity accounting for changing market conditions. Brand evolution is seen to play a key role in business strategy, and companies should realise it will be necessary to alter the brand over time (Merrilees 2005).

In contrast, revolutionary rebranding may involve dramatic or total changes to marketing aesthetics, in particular the creation of a new name and may also involve major repositioning (Muzellec & Lambkin 2006). In their introduction to the CRF, Daly and Moloney (2004) similarly identify that corporate rebranding occurs over a continuum. This continuum flows from minor aesthetic changes that restyle or revitalise the brand, to intermediate changes that reposition the brand name to a more favourable image, to a complete change that is typically characterised by a change of name. Figure 2.9 depicts the continuum of evolutionary to revolutionary rebranding based on the degree of identifiable change in market positioning and marketing aesthetics.

Although revolutionary rebranding is characterised by a change of name, Muzellec and Lambkin (2006) assert that changing the corporations name is a risky strategy, and companies should be cautious when they consider renaming their corporate brand. Renaming the corporation may delete positive and nostalgic brand images and associations that the brand usually stimulates. Daly and Moloney (2004, p. 31) provide a similar caution in their discussion of brand name substitution:

*Whereas it may be described as a sharp, swift and clean strategy, it should not be carried out without considerable research. Hasty removal of a name that has positive meaning for stakeholders could result in adverse consequences for the company.*

Some authors agree with this assertion, stating that a brand name substitution may result in a loss of consumers’ awareness of brand associations, may change perceptions of brand image and product quality, and diminish brand loyalty (Delassus & Descotes 2012). However, other
scholars argue that brands making a comeback must adopt a more ‘revolutionary’ than ‘evolutionary’ approach to reinforce brand meaning (Keller 1999).

![Figure 2.9: Rebranding as a Continuum](image)

Figure 2.9: Rebranding as a Continuum
Source: Muzellec & Lambkin (2006, p. 805)

Nevertheless, the model (Figure 2.9) clearly identifies that corporate rebranding can legitimately follow either an ‘evolutionary’ or ‘revolutionary’ strategy. This enables preliminary identification of the ostensibly evolutionary and revolutionary strategies chosen by AROs, since evidence of rebranding across such a continuum is evident in the Australian rail industry. For instance, V/Line’s rebranding approach can be classified as ‘evolutionary’, given their minor change in marketing aesthetics, whilst Aurizon, Sydney Trains and MTM could be classified as undertaking ‘revolutionary’ rebranding, as they have all substituted a new name for an old one.

Muzellec and Lambkin (2006) state that that the overarching reason for corporate rebranding is to change brand equity, regardless of whether it constitutes brand strategy, or follows from it. However, decisions whether to engage in evolutionary or revolutionary rebranding may
impact brand equity. The authors frequently assert that changing a brand’s name may result in a loss of the values and positive mental images associated with the old name, which can seriously damage or even destroy brand equity.

The corporate rebranding literature identifies that changes in the visual aspects, as well as repositioning, take place over a continuum, with potentially deleterious affects accompanying radical corporate renaming. This research, therefore, considers the degree to which AROs have undertaken rebranding on a continuum from incremental to radical, and the potential accompanying outcomes of such strategies.

**RQ2: Preliminary – Do AROs undertake evolutionary or revolutionary rebranding strategies as defined in the ‘Rebranding as a Continuum’ Model?**

### 2.4 Formulation of Marketing Aesthetics: Brand Name and Logo

Of importance in rebranding is that an attitude of brand orientation in the marketing planning stage can provide an organisation with a significant competitive advantage. Branding is, as stated by Urde (1999, pp. 117-8):

> … an approach in which the processes of the organisation revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands.

A key component of integrating brand orientation and establishing a brand identity is the formulation of marketing aesthetics. However, the concepts around corporate identity management have been criticised as being theoretically obscure and imprecise with limited empirical work (Cornelissen & Elving 2003). Nevertheless, as regards corporate branding, most scholars agree that marketing aesthetics, or ‘corporate visual identity’ (CVI) significantly affects an organisation’s presentation to both internal and external stakeholders (van den Bosch, de Jong & Elving 2006). Surprisingly, however, research into CVI management has been under represented in management and communication literature (van den Bosch et al. 2006).

The main components comprising CVI include corporate name, logo, colour palette, font type (typography), and corporate slogan (Dowling 1994; van den Bosch et al. 2006). These elements underpin the brand identity and embody the meaning of the brand, thereby representing the most important vehicle for corporate communication (Maruca et al. 1995).
When CVI is distinctive and well communicated, it can play a critical role in enhancing corporate reputation (Abratt & Kley 2012) and has been found to support visibility, distinctiveness, authenticity, transparency and consistency (van den Bosch 2005). A visual identity is thus an important anchor that enables stakeholders to associate an experience with a specific brand, and over time, to build a perception of the organisation’s reputation.

This should be of interest to organisations that are rebranding to modify their image and enhance their reputation (Muzellec 2006). It is therefore recommended that when corporations reposition their image they should adopt an integrated approach to modifying CVI (van den Bosch et al. 2005). Further, corporations should be aware that the logo’s ability to generate a more positive reputation will be significantly enhanced if they are accompanied by appropriate internal programs focused on service orientation, as well as clear communication campaigns articulating the company’s intentions (van Riel & van den Ban 2001).

Although this thesis is not focused on a comprehensive analysis of name, logo and livery formulation, changes to marketing aesthetics is a fundamental component of corporate rebranding that affects internal and external stakeholder perceptions. Given that AROs have undertaken notable changes to their marketing aesthetics on a continuum of evolutionary to revolutionary, including name changes, a brief overview of the literature relating to the formulation of marketing aesthetics is salient.

### 2.4.1 Formulation of Name

This section discusses the benefits of brand names, what makes a good brand name, and the process of selecting corporate brand names.

#### 2.4.1.1 Benefits of brand names

The importance of a brand name is fundamental for several reasons. It is the marketing aesthetic that garners the most attention from consumers, creating awareness and recognition (Aaker 1996; Melewar & Saunders 1998), and as such, is a signifier of quality and is of vital importance to the entire brand identity (Zaichkowsky 2010). A brand name is a significant corporate asset, which can provide a source of comparative advantage (Aaker 1990; Río, Vázquez & Iglesias 2001).

Corporate brand names both define and convey meaning to consumers (Kapferer 1997). Creating a successful brand name is therefore an essential component of building brand
associations that can be encoded, retained by and retrieved from consumers’ memory (Petty 2008). Round and Roper (2012) cite empirical research that affirms that a brand name is multifunctional with rational, relationship, habitual and symbolic dimensions. A corporate brand name change may resolve uncertainty and assist business restructuring (Kalaignanam & Bahadir 2013), and can provide a solid basis for brand equity (Aaker 1991; Kohli & LaBahn 1997). Conversely, it is posited that a poorly chosen brand name will create a differential disadvantage from which the organisation may never recover (Turley & Moore 1995). For example, the failure of Edsel (Ford) is stated to be largely connected to its name (Haig 2005).

It is of note that in the corporate rebranding domain there is increasing incidence of corporations attempting to change their image through changing their corporate name (Jaju, Joiner & Reddy 2006), with many organisations viewing name change as a prerequisite for image transformation (Lomax & Mador 2006). Consequently, newly created brand names are increasingly being designed to evoke new corporate values such as performance, vision, unity competence and life (Muzellec 2006). A case in point was the name change of one of the world’s largest and most profitable tobacco companies, Philip Morris, to Altria. The new name had been formulated over decades with research assistance from consultancy and public relations companies. The new name had fewer negative associations with tobacco, and was created to improve the company’s overall image (Smith & Malone 2003). Alternatively, where consumers are made aware of and accept brand name changes, it is easier to transfer associations from the old to the new brand, such as perceived quality as well as a transference of trust and loyalty (Pauwels-delassus & Mogos Descotes 2013).

2.4.1.2 What makes a ‘good’ brand name?

As brand names are deemed to be an essential component of CVI, firms should emphasise brand name design and create a name that consumer will relate to positively (Hillenbrand et al. 2013). Generic advice provided in relation to formulation of brand names is: a short, crisp name is preferred to a longer, complex name; it should be easy to spell, pronounce and remember; and it should be distinctive, but free of any negative connotations (Turley & Moore 1995). A good service brand name should also include relevance and flexibility (Berry, Lefkowith & Clark 1988). A classification of service brand names includes: *descriptive brands* where the name is directly descriptive of a key benefit associated with the product and service; *person-based brand* where the brand name identifies the names of the owners all key individuals; *associative brands* where the words are fabricated or do not have
a meaning in the general context; *geographic brand names* that use local or regional attributes to create a home feel, or broader geographic words like American or US to create patriotic associations; and *alphanumeric brand names* that uses a combination of letters and numbers (Turley & Moore 1995).

Lerman and Garbarino (2002) propose words, non-words, and relevant vs irrelevant words, as categories of brand names. Words are essentially those existing words that are in the dictionary. A non-word name is not in the dictionary and it is most likely that it will not have been seen or heard by consumers before. Relevant words relate to, or hint at the product’s benefit, whereas irrelevant words are essentially unrelated (Lerman & Garbarino 2002).

Research identifies that word names are encoded phonologically, while non-word names are encoded semantically. The disparate processing implies that consumers will form stronger associations to word names than non-word names. As words have inherent associations they are believed to be easier to recall (Lerman & Garbarino 2002). However, the advantages of a non-word name, such as Exxon, include inherent flexibility in forming brand associations, potentially allowing for more repositioning in the future. Promotions can be tailored to generate desired brand associations without being impeded by any potential associations that may arise by virtue of a ‘word’ name. Additionally, non-word brand names may be easier to protect legally (Lerman & Garbarino 2002). This latter aspect could be significant as it is a difficult task to selecting a brand name that provides effective marketing advantage, whilst gaining protection under trademark law (Petty 2008). Non-word names can consist of: *abbreviations*, names expressing a word or phrase that are created from the initial letters of the words; *number-based*, names with at least one number, (e.g. Pentium 2); *acronyms*, both semantically related and semantically unrelated to the brand (Arora, Kalro & Sharma 2015).

In terms of product brand names, recent research using functional magnetic resonance imaging (fMRI), was used to determine the neurophysiological basis of consumer preference for certain types of brand names. The results showed that brand names that explicitly hinted at the key benefits of the product (relevant words) were processed more swiftly in the brain, suggesting that consumers initially evaluate the products with such names more favourably (Hillenbrand et al. 2013).

In addition to choosing a brand name, the literature identifies that corporations also need to consider the method of expressing the name. Research in this area suggests that brand names
containing phonetic repetition, such as Coca-Cola, are evaluated more favourably, especially when spoken aloud, and may also assist with brand name recall (Argo, Popa & Smith 2010).

### 2.4.1.3 Process of selecting corporate brand names

Given the widespread academic interest in corporate rebranding, there is surprisingly little literature devoted to the process of changing a brand name (Lomax & Mador 2006). This section discusses some of the extant literature.

In Kaikati’s (2003) analysis of the rebranding of Anderson Consulting to Accenture, four dominant stages in the selection of the corporate name were identified: marketing communications office and staff invited to create a new name; selection criteria provided to a branding consultancy to evaluate names; communication of the company’s new identity by management to internal stakeholders; and, approval of the new name by the executive committee.

Kohli and LaBahn (1997) found that many companies typically follow a six-step brand naming process: establishing objectives for the brand names; generating new brand names; screening the names for appropriateness; researching consumers’ preferences; conducting a trademark search; and final name selection. This is illustrated in Figure 2.10:

![Figure 2.10: The Brand Naming Process](source: Kohli and LaBahn (1997))
The general corporate branding and rebranding literature highlights both the importance of corporations choosing brand names that positively convey their image, as well as the increasing use of corporate name changes to modify a corporation's image.

This research, therefore, considers whether AROs have kept their name the same, modified or totally changed their name, on a scale of evolutionary to revolutionary. Hence, RQ2 (a) is as follows:

**RQ2 (a): Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name.**

This is reflected in Table 2.6, Section 2.7.

### 2.4.2 Formulation of Logo

A key to brand revival is creating differentiation (Bellman 2005). Redesigning marketing aesthetics other than the name also has the potential to change consumers’ associations and enhance differentiation. The collective use of colour, symbol, shape and lettering make up visual equity, described as *the value derived from “visual form”, that is, the “look and feel” of the brand* (Bottomley & Doyle 2006, p. 63). As the world has become more flooded with imagery, visual aspects have increasingly become more central to branding (Phillips, McQuarrie & Griffin 2014a). The use of logos, identity design and taglines underpinning the essence of corporate branding is particularly prevalent in the not-for-profit sector (Stride & Lee 2007).

A major component of marketing aesthetics / visual equity that conveys the corporation’s identity and brand personality is the logo, or graphic design used by a company to identify itself or its products with or without a name (Henderson & Cote 1998). A logo has also been described as *a graphic representation or image that triggers memory associations of the target brand* (Walsh, Page Winterich & Mittal 2010, p. 76). While a logo assists a corporation to convey their unique identity, a challenge in logo formulation is to ensure that it conveys to stakeholders an image that parallels the company’s concept of their own image (Buttle & Westoby 2006).

However, similar to brand names, relatively little academic research has been undertaken into the process steps of creating a logo for a corporate entity (Machado et al. 2012b). This section discusses some of the literature relating to logos.
2.4.2.1 Benefits of logos and modifying logos

Although brand names are considered to be the most important marketing aesthetic to transfer brand meaning, the logo represents the most important semiotic marketing aesthetic for transferring corporate meaning (Matusitz & Cowin 2014). The logo serves as a visual representation that announces the corporation's purpose (Keller 1993). Logos that are well-designed may speed corporate recognition as graphics are perceived more quickly than words (Matusitz & Cowin 2014; Small et al. 2007).

A primary motivation for companies to redesign their logo is to enhance the brand’s appeal to existing customers and to entice new customers (Walsh, Page Wintericj & Mittal 2011). Changing marketing aesthetics / branding elements and in particular brand logos, may revitalise older brands that are perceived by consumers as being outdated, and may enhance consumer-based brand equity (Keller 2003). In the case of merger and acquisitions, corporate brand names and logos play a critical role in ongoing management of the corporate identity (Machado et al. 2012a).

As companies’ primary rationale for using a logo is to express their unique identity, considerable effort goes into the process of ensuring that the created logo conveys images to stakeholders that are congruent with the company’s desired image of itself (Buttle & Westoby 2006). However, the creation and redesign of marketing aesthetics is not a straightforward matter. Different consumer groups can view marketing aesthetics in different ways, and the design of logos can significantly alter consumer perception and influence purchasing decisions in surprising ways. Indeed, it has been found that many logos evoke negative evaluations, are essentially unrecognisable, and may damage corporate image (Henderson & Cote 1998).

Logos can be typographical, figurative or abstract. Coca-Cola, with its stylised font, timeless Spencerian script and distinctive colour scheme is typographical. Shell’s primary use of a shell logo is figurative. The Mercedes logo of three points is abstract (Buttle & Westoby 2006). Abstract logos are said to be popular, as a well-designed abstract logo can denote power, experience, confidence and tradition (Stuart & Muzellec 2004). On the other hand, abstract logos are often criticised for the fact that it is often much harder to make them stand out (Stuart & Muzellec 2004).

This thesis does not claim or attempt to provide an exhaustive analysis of the literature on logos. However, a brief discussion assists to highlight the complex impact of different logo
designs on stakeholder perceptions, particularly with regard to this research into logo formulation in ARO rebranding.

2.4.2.2 Cultural perception of logo designs
Consumers’ perceptions can be affected by cultural background. For example, surveys of consumers in China and Singapore identified that they have a more positive perception of natural and harmonious logo designs, while consumers from western cultures were found to have more positive perceptions of abstract and asymmetric logo designs (Henderson Cote & Leong 2003).

2.4.2.3 Typeface on logos
Researchers have identified that the brand font can have a sizeable impact and could offer a competitive advantage (Doyle & Bottomley 2004). Typeface conveys strategically important impressions, that can be cost effectively controlled by the corporation (Henderson, Giese & Cote 2004). Rather than a name or word being simply neutral, typography can alter people’s perceptions of the meaning conveyed through the affective attributions of the shape and appearance of the typeface in the word (Doyle & Bottomley 2009). The shape of the letters can thus alter the perception of the brand name (Doyle & Bottomley 2011). The affective meaning embedded within the printed word is both automatic and fast (Doyle & Bottomley 2009).

Fonts are appropriate when the associations and meaning portrayed have congruity with the associations and meaning conveyed by the font (Doyle & Bottomley 2006). Thus, typefaces should be selected carefully to ensure there is congruity with other marketing aesthetics that align to the corporate identity strategy (Henderson et al. 2004). Consequently, marketers should consider the multidimensional composition of a brand’s projection including the use of typography (Doyle & Bottomley 2004).

Logos with incomplete typeface logos, where some company name characters are intentionally missing or blanked out, provide perceptual ambiguity. Although incomplete typeface logos may favorably influence perceived firm innovativeness, they unfavorably influence perceived firm trustworthiness, and thus should be avoided (Hagtvedt 2011). Also, the placement of logos on brand’s packaging influences consumer purchasing habits; powerful brands are more preferred when the brand logo is high, whereas less powerful brands are more preferred when the brand logo is placed lower on the brand’s packaging.
This consumer behaviour is explained in terms of consumers subconsciously associating height with power (Sundar & Noseworthy 2014).

### 2.4.2.4 Logo colours

Hynes (2009) asserts that not only the design, but also colour of a logo is a fundamental component of corporate visual identity to establish and maintain a company’s corporate image. The use of distinctive colours in a brand assists to establish visual identity, creates relationships with the target market, and may generate competitive positioning. Colour can assist to differentiate a brand and aid brand-name memory (Tavassoli 2001). Logo colours then have a mnemonic quality that assist recognition and recall, as well as speedily imparting information, assisting to anchor lasting identity, and bestow both imagery and symbolic value (Hynes 2009).

Companies such as Victoria’s Secret and H&R Block, place colour at the center of their rebranding strategies to create differentiation, and engender a specific brand personality. Colours can influence both emotional and neurophysiological effects, creating excitation and cognitive stimulation (Henderson & Cote 1998). In fact, colour may be the most frequently used visual element to convey brand meaning and evoke positive emotions (Klink 2003). It is posited therefore that ‘an appropriately chosen colour for a brand name (logo) can bring inherent and immediate value to a brand’ (Bottomley & Doyle 2006). Colour and logo design are a fundamental component of corporate visual identity which assists to help establish and maintain a company’s corporate image (Hynes 2009). Colour thus provides referential meaning enhancing brand associations and thus brand logo colours should be consistent with the desired associations contributing to the consumer perception of a brand’s personality that the organisation desires.

Colour alone improves brand personality associations when there is congruence between the desired personality dimensions and the brand logo colour. For example, competence has been shown to be associated with blue, sophistication with black and excitement with red. When the appropriate colour is combined with the optimal logo shape, both likeability and familiarity are increased (Labrecque & Milne 2012). Colour preference research identifies that in general, consumers have colour preferences ranging from most preferred to least preferred as follows: blue, green, purple, red and yellow (Whitfield & Whiltshire 1990).

It should be noted, however, that colour preferences vary internationally. Hong Kong consumers are drawn to red, whereas Japanese consumers prefer white. United States
consumers have inexpensive associations with purple, while consumers from Japan, China
and South Korea associate purple with expensive products (Madden, Hewett & Roth 2000).
Additionally, black is the colour of mourning in the United States and Europe, white is the
colour of mourning in Japan and much of the Far East, whilst green is associated with the
jungle and accompanying illness in Malaysia (Kaikati & Kaikati 2003).

An understanding of how international consumers connect to colours, and alignment of
corporate semiotics to those colours, may assist corporate success. For example, some of
Royal Dutch Shell success is credited to an alignment of their corporate colours with a major
constituency based where their first service stations were developed in California. Many early
Californian settlers were born in Spain and California had significant Spanish connections.
Thus, Shell adopted red and yellow colours that were reflective of the colours of the Spanish
flag. This symbolic announcement of Spanish support / connection assisted the company to
form an emotional bond with consumers providing a critical early success for Royal Dutch
Shell’s ongoing global growth (Matusitz & Cowin 2014).

Further, research identifies that a brand based on functional perceptions resonates better with
consumers when it is blue, and brands based on sensory-social perceptions resonate better
with consumers when they are red (Bottomley & Doyle 2006). Blue has also been found to
represent royalty and convey the qualities of dependability and constancy. Perhaps this is
why in 2003, 70 percent of the Fortune 1,000 companies used blue as the dominant colour of
their logos (Kaikati & Kaikati 2003).

To elicit contemporary colour associations with logo shapes, Hynes (2009) conducted an
experiment in which respondents were shown a fictitious and unknown black and white logo.
They were asked to select three words from a provided list of ten words and a colour from
eight colours that best aligned to the logo. The ten words and eight colours provided were
derived from colour theory and research. The results were listed in a table that matched words
respondents associated with the logo compared to the mission statements of the organisations.
The findings were that there was a close match, and that essentially there is a triadic
relationship between colour, design and evoked logo meaning.

The results are illustrated in Table 2.3:
Table 2.3: Colour Associations with Corporate Logos and Mission Statements

<table>
<thead>
<tr>
<th>Logo</th>
<th>Associated words</th>
<th>Colour chosen by respondent (brackets theory-driven colour)</th>
<th>Words given in mission statement</th>
<th>Colour associated with mission statement</th>
<th>Colour meaning associations correctly made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homely</td>
<td>Dependable</td>
<td>Blue/Brown (blue)</td>
<td>Dependable Trustworthy Reliable</td>
<td>Blue</td>
<td>Green, Red</td>
</tr>
<tr>
<td></td>
<td>Warm</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protective</td>
<td>Stability</td>
<td>Blue/Brown (blue or brown)</td>
<td>Protective Homely Stable</td>
<td>Brown/Blue</td>
<td>Yellow, Pink</td>
</tr>
<tr>
<td></td>
<td>Reliable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fun</td>
<td>Imaginative</td>
<td>Yellow (yellow or pink)</td>
<td>Fun Energetic Healthy</td>
<td>Pink/yellow</td>
<td>Green</td>
</tr>
<tr>
<td></td>
<td>Energetic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Happy</td>
<td>Cheerful</td>
<td>Yellow (yellow)</td>
<td>Energetic Cheerful Friendly</td>
<td>Yellow</td>
<td>Yellow</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passionate</td>
<td>Playful</td>
<td>Purple (red)</td>
<td>Passionate Dynamic Exciting</td>
<td>Red</td>
<td>Purple, Brown</td>
</tr>
<tr>
<td></td>
<td>Exciting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fun</td>
<td>Playful</td>
<td>Red (orange)</td>
<td>Fun Playful Happiness</td>
<td>Orange</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>Happy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stability</td>
<td>Contemplative</td>
<td>Green/Purple (green/purple)</td>
<td>Visionary Truth Justice</td>
<td>Purple</td>
<td>Pink, Red</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prestigious</td>
<td>Security</td>
<td>Blue (Green/Red)</td>
<td>Prestigious Secure Grow</td>
<td>Green</td>
<td>Yellow, Orange, Brown, Blue</td>
</tr>
<tr>
<td></td>
<td>Dynamic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Hynes (2009)
Other research confirms that colour is an important driver of brand perceptions, as it relates to brand personality. When there is an alignment between the brand logo colour and the personality dimensions’, colour significantly enhances personality ratings. This is particularly the case where red aligns to excitement, blue red aligns to competence and black aligns to sophistication (Labrecque & Milne 2012). Therefore, when there is greater congruency of visual brand elements with consumers’ visual brand expectations, consumers perceive them more positively than when they are incongruent (Phillips, McQuarrie & Griffin 2014b).

2.4.2.5 Logo design and angular vs rounded logo shapes

Most companies assume that consumers with a strong brand commitment will embrace the change to their logos. However, some researchers have identified that the converse can be true, and that redesigning the logo can alienate the brand’s most committed customers. Counter-intuitively, they also find that there is a positive response to logo redesign by weakly committed consumers (Walsh et al. 2010).

Although a popular contemporary trend is for corporations to change angular shapes of their logo to rounded shape, an investigation into consumer responses found that when a logo shape is altered from angular to round, it contradicts the established perceptions of highly committed consumers (Walsh et al. 2011). The authors found that committed brand customers have a negative response to this logo change, while, conversely, uncommitted consumers were relatively indifferent to the logo changes. Another study indicated that consumers associated angular, bold logo shapes with masculinity, and round, slender logo shapes with femininity (Lieven et al. 2015).

Logos therefore are more than just a means of assisting consumers to quickly identify a corporation. Research identifies brand logos positively impact on customer brand commitment and firm performance transcends brand identification. Performance derives in large measure from communicating the brand’s functional benefits, providing a medium for customers to find self-identity and express their identity, and offering aesthetic appeal. Additionally, brands that use symbols as logos are more successful at conveying both the functional benefits and communicating self-identity/expressiveness than logos constituted by the brand names alone (Park et al. 2013). It has also been suggested that the visual component of logos may be more important than the English brand name in conveying meaning in an Asian context. High image logos in these regions are best received when they are elaborate to
denote quality, whilst being natural and harmonious to achieve feng shui and meaningfulness (Henderson et al. 2003).

Henderson and Cote (1998) undertook an empirical analysis of 195 logos, adjusted via 13 design characteristics, with the intention of creating guidelines for managers to select or modify logos that would assist to achieve corporate image goals. These design characteristics are represented in Figure 2.11. In summary, these characteristics are: \textit{active, balance, cohesive, complex, depth, durable, organic, parallel, proportion, repetition of elements, representative, round, and symmetric} (Henderson & Cote 1998, p. 18).
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Figure 2.11: Typology of Logo Visual Elements

Source: Henderson & Cote (1998)
Henderson & Cote (1998, p. 14) proposed the following recommendations based on their findings:

*High-recognition logos (accurate recognition created by high investment) should be very natural, very harmonious, and moderately elaborate. Low-investment logos (false sense of knowing and positive affect) should be less natural and very harmonious. High image logos (professional look and strong positive image) must be moderately elaborate and natural.*

In addition, brand logos that are static but convey perceptions of movement, have been shown to increase consumer engagement and enhance brand attitudes. Brand attitudes are further enhanced when there is ‘metaphorical fit’ between the brand personality and the perceived movement. For example, brand attitude enhancement has been shown to occur when modern brands depict forward movement and traditional brands evoke backward movement (Cian, Krishna & Elder 2014).

Branding and rebranding corporate logo literature therefore identifies the importance of logo shapes in conveying different aspects of a firm’s performance. Some AROs have significantly altered the shapes of their logos. The general corporate branding and rebranding literature therefore identifies the importance of design, including logo colours and shapes in creating CVI and conveying a company’s corporate image.

### 2.4.2.6 Complexity and challenges of logos in corporate brands

The application of marketing aesthetic principles is far more challenging and complicated in corporate brands than product brands (Baker & Balmer 1997). Given the challenges, corporate managers and brand managers are advised to exercise caution with decisions to modify logos (Müller, Kocher & Crettaz 2013; Walsh et al. 2011). However, in the corporate rebranding context, it should be noted that the ability of logos to build and transfer positive associations and add value are found to be considerably heightened when supported by internal marketing combined with effective external communication campaigns (van Riel et al. 2001).

Changing and modifying corporate logos has been a key component of AROs’ rebranding strategies. This thesis research therefore investigates to what extent AROs have changed logos, on a scale of evolutionary to revolutionary. Hence, RQ 2 (b) is as follows:

**RQ 2 (b): Evolutionary versus revolutionary ARO rebranding strategies: (i)**

*What types are used for (b) logo?*
2.4.2.7 Failed corporate rebranding strategies: Misalignment of logo and livery

Two cases of failed rebranding strategies are briefly related here, with a more detailed rendition of events in Appendix 5 (BP and British Airways failed rebranding strategies). The BP case highlights the complexity and challenges of changing corporate logos. The British Airways case provides a cautionary tale of the dangers of changing corporate livery. These two cases suggest that not only changing the name of a corporation (Muzellec and Lambkin 2006), but also significantly revamping the logo and livery could potentially diminish or destroy positive brand associations.

**BP ‘Helios’ Logo Change**

In an attempt to change their image from an oil polluting, environmentally dangerous corporation, BP undertook a major rebranding strategy costing $211 million (Kaikati & Kaikati 2003). The change to marketing aesthetics primarily revolved around a changed corporate name, and a significantly modified logo. The acronym remained unchanged, but the company changed their name from ‘British Petroleum’ to ‘Beyond Petroleum’ (Balmer 2010). The new name was designed to communicate a commitment from BP towards renewable energy sources.

To support this aspirational brand message, a new logo was created. Whilst it kept the traditional BP green and gold colours, and retained the BP acronym, the logo shape was dramatically altered from the legacy green ‘shield’ shape to a sunflower shaped ‘helios’ logo (representative of the Greek god of the sun) (Kaikati & Kaikati 2003). However, the logo change angered environmental groups, who stated that BP were ‘greenwashing’ (Balmer 2010). Greenpeace subsequently launched a global appeal for activists to redesign the new logo to reflect BP’s immersion in oil (Canny 2013). The ensuing Deepwater Horizon oil rig explosion in the Gulf of Mexico, significantly tarnished BP’s corporate reputation and created deep consumer distrust of BP (Stuart 2013). These events essentially nullified BP’s rebranding quest for a repositioned environmental image (Balmer 2010).

**British Airways change of its British livery**

In 1997, in an attempt to appeal to their broadening international passenger base, British Airways (BA) undertook a major rebranding strategy costing £60 million (Kaikati 2003). The cornerstone of this strategy was changing the livery on the airplanes. Specifically, BA
changed the heritage British ‘Union Jack’ on the tailfins to 51 ‘ethnic’ tailfins depicting national symbols from around the world (Balmer, Stuart & Greyser 2009).

The rebranding strategy however met with unexpected and unprecedented public dismay, the disapproval of the British Prime Minister and abandonment by customers (Balmer et al. 2009). This extraordinary reaction has been explained as BA tarnishing the positive brand associations that had been created over decades. BA’s brand reputation had been underpinned by an aura of traditional ‘Britishness’ which denoted professional and friendly service delivery (Balmer et al. 2009). The rebranding strategy was designed to downplay the British brand associations towards a more globally inclusive image. This strategy however spectacularly backfired leaving global customers confused and even outraged resulting in a dramatic reduction in patronage (Melewar & Walker 2003).

Changing and modifying the livery on trains has been a key feature of AROs’ rebranding strategies. This research therefore investigates to what extent AROs have changed their livery, on a scale of evolutionary to revolutionary. Hence, RQ 2 (c) is as follows:

**RQ 2 (c): Evolutionary versus revolutionary ARO rebranding strategies: (i)**

What types are used for (b) livery?

### 2.5 Brand Equity

As discussed, a key goal of rebranding is to enhance brand equity (Aaker 1991; Boyle 2002; Muzellec & Lambkin 2006). In fact, both branding and rebranding are potent methods to create, enhance, transfer or destroy brand equity (Muzellec & Lambkin 2006). This research considers the impact of recent rail rebranding on organisations’ brand equity, and whether rail entities have embedded methods of measuring changes to brand equity within their rebranding initiatives. Additionally, it identifies whether ARO rebranding strategies have favourably enhanced stakeholder perceptions.

**2.5.1 Brand Equity Overview and Definition**

Brand equity is a key marketing concept within management theory and practice (Srinivasan, Chan Su & Chang 2005), that has attracted significant academic interest and research (Broyles, Schumann & Leingpibul 2009; Christodoulides et al. 2006). Interest in brand equity was particularly driven by a merger and acquisition boom in the 1980s, where numerous
corporate transactions identified that brands were one of the organisation’s most significant intangible assets (Burmann, Jost-Benz & Riley 2009; Leone et al. 2006; M’Zungu, Merrilees & Miller 2010). Higher brand equity provides many organisational advantages, including higher profit margins, an ability to engage in premium pricing and opportunities for successful brand extensions (Budac & Baltador 2013).

Higher brand equity also provides organisations with a greater ability to endure crisis (brand resiliency), such as that displayed in the infamous case of Johnson & Johnson’s Tylenol brand of poisoned acetaminophen in 1982 (Kaplan 2005). A strong brand is also in a better position to provide barriers to entry and resist competitive attack (brand dominance) (Farquhar 1989). These competitive barriers mean that brand equity can be durable, and thus strong brand equity provides organisations with a significant asset (Yoo, Donthu, & Lee 2000). In fact, brands are increasingly recognised as representing one of the most valuable intangible organisational assets (Leone et al. 2006).

A simple definition of brand equity is, ‘the value a brand name adds to a product’ (Pitta & Katsanis 1995, p. 52). Other scholars define brand equity as ‘the ‘added value’ with which a given brand endows a product’ (Farquhar 1989, p. 24). Yoo et al. (2000, p. 196) extend this concept with their definition of brand equity as ‘the difference in consumer choice between the focal branded product and an unbranded product given the same level of product features’. They provide as an example a Samsung branded product versus a non-branded product, where the products are identical except for the brand name. They explain that Samsung’s brand equity is the extra value derived from the Samsung brand name; consumer preference to buy the Samsung product is created by virtue of the comparative perceived advantage embedded in the brand name. This extra value is essentially the ‘price premium’ that a strong brand name can generate (Aaker 1996). Indeed, many definitions of brand equity focus on the added perceptual or financial benefits derived from marketing a product, service or organization with a recognisable brand name compared to the lesser benefits that would accrue if the same product did not have the brand name (Aaker 1991; Farquhar 1989; Keller, 2003).

A frequently cited definition states that brand equity is ‘a set of assets and liabilities linked to a brand, its name and symbol, that adds to or subtracts from the value provided by its product or service to a firm and/or to that firm’s customers’ (Aaker 1991, p. 12). A review of the literature, however, reveals that brand equity has multiple meanings (Christodoulides &
de Chernatony 2010; Jones 2005; Wood 2000). There are significantly different orientations in the accountancy versus marketing domains (Wood 2000). These two perspectives are also referred to as the firm-based and customer-based brand equity (Christodoulides & de Chernatony 2010). Essentially, accountants (firm based view) tend to view brand equity as something that accrues to the owner (company-oriented definitions), whereas marketers (customer-based view) see the concept of brand equity in the framework of the relationship between customer and brand (consumer-oriented definitions). Schultz (2003) states that there is a huge gulf between these two perspectives and thus brand equity comprises a continuum, with financial brand value at one end and the brands psychological value at the other end.

These disparate concepts can be classified under three broad frameworks as follows: brand valuation or brand value, where the total value of a brand is a separable asset that can be included on a balance sheet (generally ascribed to brand equity by financial accountants); brand strength (or brand loyalty), being a measure of the strength of consumers’ attachment to a brand; and brand description (brand image), being a description of the associations and beliefs the consumer has about the brand (Feldwick 1996, cited in Wood 2000).

Following therefore is a brief discussion on measuring financial brand equity (firm based view), followed by literature relating to customer based brand equity (customer-based view).

### 2.5.2 Brand Value – Measuring Financial Brand Equity

As discussed, the value of the brand is commonly described as brand equity. In fact, brand values can be staggering. For example, in 2013, seven brands were valued over $40 billion by Interbrand (Aaker 2014). Various authors state that brand represents a high percentage of a corporation’s value. Halliburton and Bach (2012) maintain that the brand’s intangible value is over 60 per cent of the corporate value, whilst a survey of top 3,500 American companies identified that the brands as a corporate intangible asset represented on average 72 percent of the total market value (Jones 2005). Additionally, Knowles (2003) states that investors place only 25 per cent of the value on the tangible assets of a business with the remaining 75 percent accounting for the intangible assets. Rather than simply representing a tactical marketing strategy then, the corporation’s brand can provide ongoing competitive advantage, dramatically enhancing the corporation’s real value (Kerin & Sethuraman 1998).

Accordingly, managers should be focused on building the intangible asset of brand equity (Aaker 1992b).
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However, identifying, quantifying and clarifying brand equity is often very challenging for organisations, particularly in an international context, where brand equity nurturance typically varies from country to country (Christodoulides, Cadogan & Veloutsou 2015; Kish, Riskey & Kerin 2001). Although firms descriptively extol their brands in the nonfinancial section of their annual report, there are often few quantifiable measures of brand equity in financial performance sections (Herremans & Ryans 1995). Perhaps part of the challenge in defining brand equity is that it is defined by customer’s subjective and intangible brand assessment (Lemon, Rust & Zeithaml 2001). Nevertheless, a vital brand management function is to access reliable and valid consumer-based brand equity instruments to identify consumers brand perception, and to ascertain potential organisational competitive advantage that has been generated from brand management (Pappu, Quester & Cooksey 2005).

It is beyond the scope of this thesis to provide an in-depth analysis of the methods by which brands are valued, particularly given the plethora of specialised brand valuation consultancies (Budac & Baltador 2013). There is no universal agreement on the conceptualisation of brand equity, which means that there is an extraordinarily large variety of methods available to provide a measure of brand equity (Christodoulides et al. 2006). However, a brief overview is salient given the nature of this investigation into rail rebranding.

A traditional approach to measuring brand equity is to ascertain the incremental cash flow derived from brand associations with the product, where the incremental cash flow is the additional revenue derived from the product by virtue of the brand, which would not have been otherwise generated without a brand label (Farquhar 1989). Another approach is to compare a premium price that a brand has managed to leverage, compared to similar unbranded products (Farquhar 1989). This approach reflects Silk’s (2006, p. 100) definition of brand equity as: ‘the positive effect that the brand has on a potential customer of a product – it reflects how much more consumers are willing to pay for a particular brand compared with a competing brand (or with a generic product)’.

A shortcoming of the price premium approach, however, is that it does not adequately address the sources of brand equity (Christodoulides & de Chernatony 2010). Contemporary brand valuation is somewhat more detailed and nuanced. For example, Interbrand (2016), credited as ‘inventing’ brand valuation (Budac & Baltador 2013), typically uses three primary components to identify the one hundred most valuable brands in the world in their annual survey: Interbrand’s measurement of a brand’s financial performance of goods and services
provided; the degree to which the brand influences consumer’s choice; and the brand’s ability to leverage premium prices (Budac & Baltador 2013). Interbrand’s model is based on the notion that brand equity can be ascribed a dollar value by measuring the discounted cash flow from the brands stream of expected future earnings (Leone et al. 2006).

Interbrand’s annual Top 100 Brand Values is reported in Business Week. Given the importance of brand value as a corporate performance metric, the report is closely followed by the business community. Figure 2.12 identifies the world’s top 32 brands in 2016 as well as the brand value assigned by Interbrand.

![Figure 2.12: Interbrand’s Best Global Brands 2016 Rankings](source: Interbrand (2016))

Germane to this discussion is also the brand asset value tool (BAV) developed by Young and Rubicam that identifies four indicators to assess brand value being: differentiation, relevance, reputation, and knowledge (Budac & Baltador 2013). The first two indicators measure brand strength, and the last two indicators measure brand stature. According to BAV, brands that
are leaders in their industry will have excellent measures in both brand bank strength and stature dimensions (Leone et al. 2006).

It is also interesting to consider that brand equity can be transferred, through ‘acquiring’ a company’s strong brands, ‘licensing in’ to obtain rights to use other organisations brand on one’s products, and ‘licensing out’ to extend the brand in other products/ categories (Farquhar 1989).

To assist in measuring brand equity, Aaker (1996) developed the Brand Equity 10 model. This model provides a set of measures across 4 dimensions: loyalty, perceived quality, associations, and awareness, as depicted in Figure 2.13:

**Figure 2.13: Aaker’s Brand Equity 10 Model**

Source: Adapted from Aaker (1996)
Aaker (1996) suggested that corporate brands should focus on measuring brand equity across the association / differentiation measures. These are: the ‘brand as product’, which measures the brands value proposition; the ‘brand as a person’ which measures the firms brand personality and associated emotions / expressive benefits providing a basis for differentiation and customer relationship building; and the ‘brand as an organisation’ in which the organisation can ensure its core values are correctly communicated (e.g. we care for customers, we are innovative). This last measure is stated to be particularly beneficial for corporate brands and service brands with high visibility, such as AROs.

The evolving nature of business is also broadening the dimensions of brand equity research and interest. For example, increasing concerns about environmental issues has prompted observations that consumers perceptions of an organisation’s ability, or commitment to modify components of their value chain to mitigate their carbon footprint may substantially increase consumer goodwill and organisational profitability. This has prompted some novel constructs in the brand equity space, namely ‘green brand equity’ defined as ‘a set of brand assets and liabilities about green commitments and environmental concerns linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service’ (Chen 2010, p. 310).

Another interesting perspective on brand equity is the concept of employee-based brand equity, defined as ‘the value that a brand provides to a firm through its effects on the attitudes and behaviours of its employees’ (Tavassoli et al. 2014, p. 2). These authors’ premise, based on social identifications theory, is that top executives accept lower pay when they enjoy the privilege of managing firms with strong brands, compared to lesser known brands. This postulation was supported by empirical research of executives employed by publicly traded American firms, comparing brand strength to executive pay, which found executives at stronger brands required fewer incentives than those at lesser brands.

Muzellec and Lambkin (2006, p. 813) state that ‘the impact of a rebranding exercise on the brand equity is a very complex issue with both qualitative and quantitative dimensions’. Given the complexity of rebranding, combined with multiple constructs of brand equity and the diverse methods of valuing brand equity, it is not surprising that measuring brand equity is seen to be a very challenging task for managers (Gill & Dawra 2010).

The literature provides no evidence of brand equity measurement in rail. Therefore, a key research issue is to identify what methods Australian rail entities have established to measure
the impact their rebranding strategies have exerted on brand equity. Ambler (2000) made a provocatively statement regarding an organisations mandate to measure brand equity, that in the 1980s, no organisations had a formal process to measure brand equity. However, by 2010, no professionally managed business would fail to appropriately measure brand equity. It is thus topical that this research into AROs’ rebranding considers whether they measure brand equity, and if so, the methods they use. Given the discussion on brand equity measurement in this section, it is expected that at a minimum, they will have methods in place to track brand awareness and brand image, as they are the most fundamentally critical components constituting brand equity (Keller 2001).

Lastly, it should be noted that corporate brand images affect multiple stakeholders, including investors (Hatch & Schultz 2003). Perceived corporate image can influence investor choice and commitment (Balmer & Gray 2003) and thus impact the stock market value of a firm (Leone et al. 2006). Historical financial performance only influences the stock value to the degree that investors rely on it as a basis for expectations about future performance. In contrast, consumers’ perception of ‘brand health’, looks forward to forecast a company’s capacity to follow a premium pricing strategy and enhance current and future market share. Investors’ explicit or implicit sensitivity to perceived brand health thus influences their assessments of the organisations projected future profitability (Knowles 2003).

In this regard, research identifies that organisations’ stock market fluctuations can be statistically correlated to changes in brand equity (Aaker & Jacobson 1994; Madden, Fehle & Fournier 2006). However, purely financial considerations of the expectation of future positive cash flows are not the only determinant of investor attractiveness. Positive stock returns may also be directly related to positive changes in brand attitude (Aaker & Jacobson 2001), and empirical research identifies a positive association between customer satisfaction and shareholder value.

Further, survey data from 400 individual investors found that investors’ positive perception of, and identification with a company positively induces them to purchase that company’s shares in preference to other companies’ shares that may have comparable expected financial returns/risks, but is less identifiable to the investor. Even more interesting, an individual’s strong identification with a company encourages them to support the company to the extent that they will invest in that company’s shares, even if it is expected that company will generate lower financial returns than shares in a company that the investor has less
identification with (Aspara & Tikkanen 2011). Conversely, negative corporate associations negatively influence consumers’ perceptions and behaviour, negatively impacting on sales, profits, and share price (Einwiller et al. 2006). Stock return fluctuations have thus been shown to correspond to large losses or large gains in brand equity (Aaker 2014).

Therefore, in the findings in Chapter 4 include an analysis of the stock market fluctuation of Aurizon over the period of its rebranding, to determine whether brand equity appears to have been negatively or positively affected by the rebranding strategy. The implications of these Aurizon’s share price fluctuations are discussed in Chapter 6.

It should be noted however, that although enhanced brand equity positively influences current financial performance, the full impact of this brand equity enhancement is not reflected in the current-year, with the greatest impact being on the firm’s future financial performance with most the profitability being realised in the future (Mizik 2014).

The branding and rebranding literature, therefore, highlights that an important component of brand building and a key aim of rebranding is to enhance brand equity. This research explores whether AROs measure if financial brand equity has been enhanced for AROs as a result of their rebranding strategies. Hence, **RQ 5(a) was formulated as follows:**

**RQ 5 (a): How is financial brand equity captured by AROs and how is it measured to evaluate rebranding success?**

**2.5.3 Keller’s Customer-Based Brand Equity (CBBE) Model**

Keller (1993) particularly influenced the last two frameworks (brand strength and brand description) with his ‘customer-based brand equity’ (CBBE) model. Although some scholars assert that there is little agreement on what brand equity means in the literature (Pappu et al. 2005), others observe that Keller’s 1993 CBBE model is most widely accepted (Lambkin & Muzellec 2010). The classic definition of brand equity that supports this model is given by Keller 1993, p. 2):

*Customer-based brand equity is the differential effect of brand knowledge on consumer response to the marketing of the brand. This effect occurs when the consumer is familiar with the brand and holds some favourable, strong, and unique brand associations in memory.*

A desired outcome of such associations is enhanced consumer brand loyalty behaviours (Romaniuk & Nenycz-Thiel 2013).
Keller’s conceptualisation, then, is that a brand has greater value when consumers have greater knowledge about and more favourable feelings towards a known brand. In this context, brand knowledge consists of two elements, brand awareness and brand associations that form an ‘associative network memory model’. When the consumer has high brand awareness and holds ‘strong, unique and favourable’ brand associations, the brand is deemed to have positive consumer-based brand equity; brand awareness and brand image are the most critical components constituting brand equity (Keller 1993).

Keller’s ‘Dimensions of Brand Knowledge’ Model summarising the elements underpinning brand equity is depicted in Figure 2.14:

![Figure 2.14: Keller’s Dimension of Brand Knowledge Model](image)

Source: Keller (1993)

Implicit in this model is the notion that the most important element of brand knowledge is not the facts of the brand, but rather experiences, perceptions, feelings, images thoughts and other associations that have become linked between the brand and the consumer (Leone et al.)
as shown in Figure 2.15, brand awareness is comprised of brand recognition and brand recall. Brand recognition refers to an individual capacity to recognise a specified brand from an overall set of brands, whereas brand recall refers to the extent to which a brand can be remembered within a product category or need. Although there is scant literature that analyses ways that organisations can practically build and enhance brand awareness, empirical research into brand awareness confirms that brand awareness and brand equity are positively correlated (Huang & Sarigöllü 2012).

Brand image consists of the type of brand associations that consumers hold in memory, and the degree to which these associations are favourable, strong and unique. In fact, establishing associations that are unique whilst also being both favourable and strong is a critical factor in a brand’s success (Keller 1993). In essence, ‘high brand equity implies that customers have a lot of positive and strong associations related to the brand, perceive the brand is of high quality, and are loyal to the brand’ (Yoo et al. 2000, p. 196). Conversely, ageing brands that experience decreasing brand awareness and diminished brand image as brand associations lose their uniqueness and strength will experience declining brand equity (Keller 1999).

A key issue therefore is how corporations can practically create strong brand knowledge and effectively build brands. Keller (2001) asserts that his Customer-Based Brand Equity (CBBE) model provides a robust framework to assist managers with their brand building strategies. The CBBE model provides four key steps to assist corporations to build effective brands: establishing a proper brand identity that includes depth and breadth of awareness; creating proper brand meaning using strong, favourable and unique brand associations; eliciting brand responses that are positive and accessible; and creating customer brand relationships that engender active, intense loyalty. According to Keller (2001), achieving these four steps is based on six brand principles, namely, brand salience, performance, brand imagery, brand judgements, brand feelings, and brand resonance.

This last aspect, brand resonance, is said to be the most valuable, and is attained after all the other brand building blocks have been completed. Brand resonance refers to how deeply a brand ‘resonates’ with a consumer, influencing how deeply a consumer feels connected to the brand. High brand resonance equates to extremely high customer loyalty, where consumers actively seek out ways to engage and interact with the brand and share brand experiences (Keller 2001).
Keller (2001) also maintains that the CBBE model offers a useful way for organisations to assess brand building progress. Additionally, CBBE can be used for planning, implementing and interpreting brand strategies. Figure 2.15 illustrates the CBBE model:

![Diagram of Customer-Based Brand Equity Pyramid](image)

**Figure 2.15: Customer-Based Brand Equity Pyramid**

Source: Keller (2001, p. 7)

The diagram of the CBBE model identifies that each brand building component, ‘builds’ on the brand component before it, with a goal of creating ‘brand resonance’. A key goal of CBBE, therefore, is to embed positive brand associations in order to foster behavioural brand loyalty (Romaniuk & Nenycz-Thiel 2013). Following is a brief commentary of the major components of the CBBE model depicted above:

**Brand salience**

According to Keller (2001) a corporation needs to create ‘brand salience’ in order to achieve the right brand identity. In this context brand salience refers to the degree of customer brand awareness, or a consumer’s capacity to recognize and recall a brand. This includes how often and how easily the brand can be evoked, if brand awareness is pervasive and the types of cues that may be necessary as brand reminders. In addition to overall capacity to recall a brand
name, brand awareness also relates to the brand associations that consumers may keep in memory, including the brand name, logo and symbol. Brand salience, therefore, relates to a consumer recognising a brand’s identity, essentially answering the question, who are you?

**Brand performance**

As the product is the major component at the product / customer interface, creating a well-functioning, robust product that meet consumers’ utilitarian, aesthetic and economic needs is the essence of brand equity. Creating and offering a product that satisfies, or even surpasses consumer’s wants and expectations is a fundamental prerequisite for successful marketing and is the cornerstone of effectively building the other components of the CBBE model (Keller 2001).

**Brand imagery**

Although brand salience is an essential ingredient in creating brand equity, most customers also want to know the meaning of the brand. The essence of what the brand stands for is often portrayed through the imagery of the brand. Keller (2001) states that brand meaning is comprised of consumers’ perceptions of performance and functional aspects as well as abstract brand imagery associations. Thus, brand meaning is made up of customers’ mental perceptions of two major brand categories associations, performance and imagery.

Brand imagery includes the way organisations attempt to meet consumers’ psychological or social needs, and therefore conveys the more intangible components of the brand. Brand imagery may relate to the actual or idealised user of the brand, with more aspirational user imagery conveying that the brand may be ‘popular’, or even perhaps a ‘market leader’. Another set of associations may relate to the distribution channel through which the product is purchased, or the usage of the brand including the type of activities the brand may be used for (e.g. formal vs informal). Keller (2001) also relates that brand associations may relate to personality types. His related personality types appear to coincide with the ‘Big 5’ espoused by (Aaker 1997), namely, sincerity, excitement, competence, sophistication and ruggedness. Lastly, brand imagery may relate to history, heritage and experiences, particularly where they relate to notable events in the organisations past.

Regardless of the brand associations employed, the essential component of creating brand meaning is to ensure that the brand associations are strong, unique and favourable. Creating brand associations that consumers strongly identify with, that are important or valuable to consumers, and are considered to be distinctive / unique. It is important that the brand
associations are undertaken in the order stated. Having brand associations that are strong enough for consumers to recall them and link them a specific brand is fundamentally important. However, it does not automatically follow that strong brand associations are also necessarily favourable or unique, and thus marketers need to incorporate all three aspects to heighten the overall effectiveness of brand image.

**Brand judgements**
Consumers respond to brand imagery and messages through making brand judgements, and having brand feelings. In a broad context, brand judgements relate to a consumers’ ‘head’ and brand feelings to a consumers’ ‘heart’. Brand judgements may entail: consumers’ perception of the *brand’s quality*, as well as perceived value and ability to satisfy customers’ needs; *brand credibility*, essentially consumers perceptions of the organisation providing the brand, including 3 dimensions of perceived organisational / brand expertise (competent, innovative, market leader), trustworthiness (dependable, serves consumers interests) and brand likeability (is the brand fun, interesting); *brand consideration* – how personally relevant, appropriate and meaningful is the brand for the consumer; and *brand superiority* – whether consumers believe the brand offers advantages over other brands, or perceive the brand to be unique and better. Perceived brand superiority often depends on the quantity and quality of brand associations underpinning the brand image, and is considered to be a critical brand building element to attain intense and active consumer relationships.

All these consumer brand judgements significantly affect potential brand equity and are largely influenced by brand associations strength, favourability and uniqueness.

**Brand feelings**
Brand feelings are essentially consumers’ emotional responses to the brand. These responses may also take into consideration the ‘social currency’ that the brand offers. They underpin how the brand affects a consumer’s image of themselves, and impact on their relationship with others. Keller (2001) identifies 6 primary types of brand feelings: *warmth* – the brand may evoke feelings of peacefulness or calm, and consumers in turn may feel warm hearted, affectionate or sentimental towards the brand; *fun* – consumers feel cheerful, playful, amused, light hearted, and joyful; *excitement* – the brand makes consumers feel ‘alive’, energised, sexy, cool or special; *security* – the brand relieves worries and enhances feelings of safety, comfort and self-assurance; *social approval* – consumers feel that others see their behaviour or appearance more favourably and thus consumers feel more positive about others reaction
to them because of using the brand, or the attributes they feel that they gain from the use of
the brand / product; and self-respect – the brand instils a sense of accomplishment, fulfilment
or pride and thus assists consumers to feel better about themselves.

**Brand resonance**

*Brand resonance* refers to the consumer / brand relationship and is defined as ‘*the nature of
the relationship customers has with the brand and whether they feel in sync with the brand. It
is characterised by the depth of the psychological bond customers have with the brand*’
(Keller 2001, p. 19). Brand resonance is considered to represent the ultimate level of the
brand – consumer relationship. Brand resonance is defined by four categories: *behavioural
loyalty* – how often and how much a consumer purchases; *attitudinal attachment* – to create
resonance consumers need strong brand attachment, that goes beyond merely having positive
feeling towards a brand and are closer to a consumer’s ‘love’ for a brand; *sense of community*
– consumers feel a strong affiliation, or even kinship with other brand users and may feel
they are part of a ‘brand community’; and *active engagement* – this is the highest level of
consumer relationship with a brand that typically only occurs after a consumer has strong
attitudinal attachment and sense of community. Consumers at this level may expend far
greater time, resources and energy into the brand. Consumers may become so attached and
passionate about a brand that they become ambassadors or brand evangelists who actively
communicate the brand and help strengthen the brand attachment of others.

The depth of brand relationship can thus be ascertained in terms of the intensity of the
attitudinal attachment, which may include a deep sense of community, and how frequently
the consumer purchases, uses and engages with the brand in other ways. High brand
resonance exists where the brand achieves a completely harmonious relationship with
customers. Keller (2001) cites Harley Davidson, Apple and Ebay as examples of brands that
have very high brand resonance.

**Brand relationship with customer**

The rectangular shaped boxes to the right of the pyramid diagram in Figure 2.16 identifies the
stages of brand development in relation to how the brand’s relationship is being developed
with the customer as the company moves through all the components of the brand building
blocks.

The branding and rebranding literature therefore highlights the importance of creating
Customer-Based Brand Equity through a structured process of implementing ‘brand building
blocks’. A key reason for AROs to undertake rebranding is to enhance their corporate image. The literature identifies that changed corporate associations can be evaluated through the lens of the CBBE model.

Figure 2.16: Sub-dimensions / Brand-Building Blocks of Brand Resonance Pyramid
Source: Keller (2001)

2.5.4 Aaker’s Brand Equity Model
Another frequently cited brand equity framework is Aaker’s Brand Equity Model (Aaker 1991), illustrated in Figure 2.17. The model states that brand equity is based on four dimensions, namely brand loyalty, brand awareness, perceived quality and brand associations. Thus, these elements should be considered when analysing a corporations’ brand equity (Aaker 1994).

*Brand Loyalty* is an important asset for a corporation as research demonstrates it is far costlier to attract new customers than retain existing customers. Brand loyalty is defined as ‘a measure of the attachment that a customer has to a brand. It reflects how likely a customer
will be to switch to another brand, especially where that brand makes a change’ (Aaker 1991, p. 39). As Aaker’s (1991) main brand loyalty construct is attachment, it is posited that this closely relates to two of the four constructs within the brand resonance dimension of Keller’s CBBE model, namely behavioural loyalty and attitudinal attachment (Keller 1993).

Figure 2.17: Aaker’s Customer-Based Brand Equity Framework
Source: Aaker (1992b)

*Brand Awareness* is defined as ‘the ability of a potential buyer to recognise or recall that a brand is a member of a certain product category’ (Aaker 1991, p. 61). To achieve greater brand awareness and make a brand memorable, it is recommended that companies strive for a point of differentiation through effectively using slogans, symbols, publicity and possibly
event sponsorship (Aaker 1991). This construct then seems to be analogous to the CBBE model’s ‘brand salience’ (Keller 1993).

*Perceived Quality* simply relates to the consumers’ perception of the quality of a corporations’ products and services, which directly influences the consumers’ perceptions of the overall quality of the corporations’ brand (Aaker 1991). This can be seen to be comparable to one construct with the CBBE models’ dimension of ‘consumer judgement’ (Keller 1993).

*Brand Associations* can be extremely diverse, including product class and competitors, relative price, product attributes and customer benefits. In fact, brand association is defined as *anything ‘linked’ in memory to a brand* (Aaker 1991). Brand association therefore seems to also fit within a subsection of the CBBE model, namely ‘brand imagery’, within which it is recommended that brand associations are ‘strong, unique and favourable’ (Keller 1993).

*Brand Assets* refers to trademarks, patents, and channel relationships that can provide a barrier to competition, provide strategic competitive advantage and be a powerful source of brand equity.

In the opinion of (Gill & Dawra 2010), decades of varied scholarship enquiry and extensive research into Aaker’s sources of brand equity dimensions, have verified that the brand equity construct is fully explained by Aaker’s approach. More recently, it has been stated that ‘*the most commonly adopted model of consumer-based brand equity’s conceptual domain in empirical studies is Aaker’s*’ (Christodoulides et al. 2015, p. 308). Although Aaker (1991) and Keller (1993) conceptualised brand equity differently, both defined brand equity based on consumers’ perceptions of the brands and the brand associations that consumers hold in memory (Pappu et al. 2005). Nevertheless, despite the differences between Keller and Aaker’s brand equity conceptualisations, they both have in common the fact that they both define brand equity based on consumer brand perceptions and consumers’ memory-based brand associations (Pappu et al. 2005).

Recent research found a very strong positive correlation between brand orientation and brand performance. The researchers measured brand performance over several constructs including innovation, financial performance, brand performance, brand orientation, brand barriers and brand distinctiveness. The later variable considers the uniqueness and superiority of a brand
to influence target customers and project an image representing the firms’ unique values (Ho & Merrilees 2008).

The researchers state that brand performance measures the strategic achievements of a brand in terms of its success in the market. Consequently, this construct is not measured on economic measures but rather through the dimensions of brand awareness, reputation, and loyalty (Ho & Merrilees 2008). This finding essentially supports Aaker (1992a) assertion that a strong brand, and thus strong brand equity has four dimensions namely, awareness, associations, perceived quality and brand loyalty.

Brand awareness is described as the ability of a consumer when presented with a cue to recognise and recall a brand, and brand associations that create dominant perceptions of the brand leading to brand meaning. These elements both contribute to brand equity, which can be either positive or negative depending on the brand meaning for the consumer (Berry 2000). Positive brand equity then is defined as ‘*the marketing advantage that accrues to a company from the synergy of brand awareness and brand meaning*’ (Berry 2000, p. 136).

Strong service brands understand the importance of raising brand awareness that is embedded with positive brand meaning. Based on findings generated from 250 interviews with personnel in 14 highly performing service companies, Berry (2000) offers guidelines that demonstrates key elements to cultivate brand equity, and identifies four elements that are employed by the strongest brands, as follows:

*Dare to be different.* The strongest brands consciously strive to carve out a distinctive brand personality. Branding is driven by ‘invention rather than imitation’ to deliver different service experiences to please customers.

*Determine your own fame.* Organisations understand underserved market needs, and target customers to provide quality, high level services that are better than competitors’, and effectively communicate their brand differentiation.

*Make an emotional connection.* Great brands connect emotionally with consumers, conveying that they care about their customers and are worthy of their trust.

*Internalise the brand.* Organisations understand that employee’s interaction with customers transforms the brand vision into brand reality. The customer’s actual experience in consuming the service is what defines the brand in their minds. Internal brand building may
involve advertising, explaining and ‘selling’ the brand to employees, training employees to engage in behaviours that strengthen the brand, and encouraging employees to care for and nurture the brand. Lastly, corporations need to understand that internal branding needs to be an ongoing process (Berry 2000).

Aaker’s framework, therefore, reinforces the importance of creating customer-based brand equity. As stated in Section 2.2.8, corporations primarily undertake rebranding to enhance stakeholders’ brand perceptions, to reinvigorate a brand and enhance or recapture brand equity (Muzellec & Lambkin 2007). Both Keller’s CBBE model and Aaker’s Customer Based Brand Equity Framework offer a structured process for understanding the elements of CBBE.

Thus, this thesis research investigates the way in which AROs capture and measure rebranding success through evaluating changes to brand equity, in terms of CBBE. **Hence, RQ 5 (b) was formulated as follows:**

**RQ 5 (b) is: How is consumer-based brand equity captured by AROs and how is it measured to evaluate rebranding success?**

### 2.6 Brand Management

Although not explicitly covered in the branding frameworks and models discussed above, brand management is such an important component of the branding process it merits a brief discussion here.

Corporate brands are complex (Fetscherin & Usunier 2012; Knox & Bickerton 2003; Pillai 2012). It follows that the challenges of brand transformation are difficult (Kay 2006). Nevertheless, corporate brand management is a key strategic issue for top management, shareholders/owners, and other stakeholders (Rindell & Strandvik 2010).

Figure 2.18 illustrates the ‘6 Cs in corporate marketing’ model offered by Balmer (2006), to assist the organisation to fulfil its ‘brand promise’. The model arranges the key corporate marketing elements around a six-sided star. The C at the bottom of the figure stands for ‘covenant’, inferring that the corporation has made a ‘brand promise’, a powerful contract that the brand must fulfil for customers and other stakeholder groups. Failure to keep the corporate brand covenant may have very serious consequences that can tarnish the reputation of the organisation (Balmer 2009).
A key consideration then is how brand managers ensure that these brand promises are fulfilled. As mentioned, a key to delivering on brand promises is generating employees desire to support the corporate brand covenant, and ‘live the brand’. However, there needs to be effective brand management to realise this (Stuart 2012). To this end, the following sections briefly discuss brand manager attributes and key brand management activities.

**Figure 2.18: The 6Cs of Corporate Marketing**
Source: Balmer (2006)

### 2.6.1 Brand Manager Attributes

Even though brand managers are responsible for brand strategy and tactical brand implementation, there is little research into what constitutes effective brand management, and limited guidance for brand managers (Cui, Hu & Griffith 2014). Figure 2.19 depicts the model offered by these authors to fill this need. Cui et al. (2014) recommend that brand managers develop capital in four key areas: human, relational, organisational, and informational. Human capital refers to brand management skills and expertise. Relational
capital refers to the networks, business acquaintances, relationships and connections within and outside the firm. Organisational capital relates to the knowledge of the organisations brand management practice, policies and procedures. Informational capital is knowledge of the brand’s customers, image, performance and other brand knowledge.

The branding literature therefore identifies the importance of the brand managers’ attributes. Some of the AROs researched for this thesis engaged new brand managers for the rebranding process. Others had a dual relationship between brand managers in the rail entity, and managers in the government transport agency responsible for the rail organisation.

![Brand Management of Capital and Outcomes](image)

Figure 2.19: Brand Management of Capital and Outcomes

Source: Cui, Hu & Griffith (2014)
2.6.2 Key Brand Management Activities

Brand development does not occur as a one-off event; ongoing brand management is required to refresh the brand (Yin Wong & Merrilees 2008). Similarly, re-branding requires ongoing brand management (Hankinson, Lomax & Hand 2007).

In order to effectively manage brands and protect brand credibility, organisations should focus on three key brand management activities relating to the corporate brand covenant. The first is *custodianship*, which is to guard and manage the brand covenant. The second is *credibility*, to ‘live’ and ‘realise’ the corporate brand covenant. The third is *calibration*, comprised of both sustaining and changing the corporate brand covenant where relevant. These 3 components are illustrated in Table 2.4:

Table 2.4: Corporate Brand Imperatives

<table>
<thead>
<tr>
<th>Corporate Brand Imperative</th>
<th>Rationale</th>
<th>Explanation</th>
<th>Examples Cited in Article</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodianship</td>
<td>Building, guarding and managing the corporate brand covenant</td>
<td>Corporate brands are a senior/CEO management responsibility; they are critically important (strategic) assets. Executives should always be faithful to the precept of <em>semper fidelis</em>, demonstrating on-going fidelity to corporate brand stewardship.</td>
<td>London Transport Apple</td>
</tr>
<tr>
<td>Credibility</td>
<td>Living and realizing the corporate brand covenant</td>
<td>Corporate brand credibility is dependant on an organizational-wide adherence to a corporate brand/corporate marketing philosophy and a cultural <em>modus vivendi</em>. As such the corporate brand covenant being <em>authentic</em> (reflects the firm’s identity), <em>believable</em> (reflects the firm’s culture); <em>durable</em> (sustainable), <em>profitable</em> (of value to stakeholders), and, <em>responsible</em> (meeting the firm’s CSR and ethical responsibilities).</td>
<td>British Airways bp</td>
</tr>
<tr>
<td>Calibration</td>
<td>Sustaining and changing the corporate brand covenant</td>
<td>Corporate brand calibration is a method—a <em>modus operandi</em>—by which credibility can be attained and maintained in the present (corporate brand being), <em>in the future</em> (corporate brand becoming) and <em>in both the present and future</em> (corporate brand bridging). The AC<em>ID</em> Test framework affords assistance to senior executives in their strategic task of calibrating the covenanted corporate brand identity with other identity types.</td>
<td>Coca-Cola Hilton Co-operative Bank The British Monarchy</td>
</tr>
</tbody>
</table>

Source: Balmer (2012a)
To continue to meet the brand covenant long term, Balmer (2012b, p. 1065) recommends that the corporations brand positioning is organised around five key attributes as follows. The brand positioning should be:

**Credible**: reflects reality (grounded in the corporate identity-an entity’s defining and differentiating characteristics);

**Durable**: can be maintained over the long term

**Meaningful**: valued by customers and stakeholders

**Profitable**: of strategic value to the organisation and-in the case of public limited companies- afford benefits to shareholders

**Responsible**: takes account of its broader corporate responsibility – following the precepts of ethical corporate marketing

A corporate brand is built on the brand vision of senior managers that is subsequently communicated to multiple stakeholders (Gregory 2007). Therefore, a key brand management activity also facilitates the transfer of senior manager’s brand vision to employees. Employee performance can be enhanced through finding relevant connections to the brand vision that enhance their personal feeling of involvement and self-worth (Golant 2012). In this quest, however, brand managers should be cognisant that stakeholder’s world views are often significantly different. Thus, a holistic corporate brand management process would discover stakeholders’ varied frames of reference to identify relevant connection points (Hulberg 2006).

Branding literature, therefore, identifies the importance of ongoing brand management as a fundamental success component in the branding and rebranding process. Some of the AROs discussed in this thesis have changed top management, and significantly restuctured their middle management and corporate staff during the rebranding process. This research therefore considers the manner in which AROs manage ongoing branding and the implications of such strategies.
2.6.3 Brand Management – Building and Sustaining Brand Equity

Given the importance of brands and their significant contribution to corporate value, it is recommended that brand management occurs at a high strategic level, as organisational management of brands should be a top management decision (Uncles, Cocks & Macrae 1995). Furthermore, it is recommended that brand managers are involved in the strategic creation of brand strategy and not just implementation (Aaker & Joachimsthaler 2000). The inspiration for an appropriate corporate brand strategy should be based on the future objectives of the organisation (Gussoni & Mangani 2012).

As mentioned, brands are valuable corporate assets that need to be sustained over the longer term (Wood 2000). Elements that are conducive to the longevity of a brand are strategic and holistic brand management. The success of brand management could be determined by reviewing and assessing measurements of brand strength and brand value (Feldwick 1996). However, brand managers struggle with the challenges of substantiating the value of branding in clear financial terms (Madden et al. 2002). This contrasts with scholarly advice that brand management should move from a ‘reactionary and tactical’ level to a more strategic and visionary aspect.

Figure 2.20 depicts a ‘brand leadership paradigm’ proposed by Aaker and Joachimsthaler (2000), where brand management activities are managed by higher level personnel, are sustained over the longer term, focus on building brand equity that is supported by robust brand equity measures, and have a focus on communication and brand building to both external and internal customers.

The branding and rebranding literature therefore reiterates the important role of senior management leadership, and the necessity for the strategic involvement of brand managers. Some of the AROs discussed in this thesis had significant management changes, widely divergent management styles, significant corporate restructuring in the midst of rebranding and differing levels of agreement between brand managers and senior management in terms of rebranding strategies and implementation. This research therefore considers the ongoing issues surrounding AROs’ brand management and the implications of such strategies.

Further, as identified in the previous section, there is a significant difference between understanding brand equity from a marketing, or financial perspective. Essentially, marketers focus on creating customer value and increasing brand awareness, while finance is primarily...
focused on metrics that identify whether there has been improved profitability and increased shareholder value. Of pressing note for brand managers, is that senior management’s dominant alignment is the financial perspective of brand equity (Madden et al. 2002).

One way of protecting brand equity is to secure legal protection of the brand. However, M’Zungu et al. (2010) argue that legal brand protection is insufficient in and of itself to adequately protect brand equity over the longer term, and advocate for effective brand management to safeguard brand equity. They reiterate that long-term survival of brand equity is essentially linked to the strategic brand management competence of an organisation.

![Figure 2.20: Brand Leadership – The Evolving Paradigm](source: Aaker & Joachimsthaler (2000, p. 34))
To this end, the authors propose a conceptual model comprised of three stages designed to build and sustain brand equity: adopting a brand orientation mindset; developing internal branding capabilities; and consistent delivery of the brand. These three elements are briefly discussed below:

**Brand orientation mindset** focuses on protecting brand identity through creating, orientating and developing organisational processes to have ongoing customer interaction and achieving lasting competitive advantages for the brand. This necessitates that management perceive that branding consists of far more than satisfying customers and thwarting competitors, to an understanding of the need to actively develop brands that are ‘imbued with emotional and symbolic values’ (M’Zungu et al. 2010, p. 608). Brand orientation is stated to be more critical for corporate brands than product brands. In this context brands are strategic resources, and brand building occurs via creating symbols that exude a brand personality providing meaning and value to the organisation’s stakeholders.

**Internal Branding.** M’Zungu et al. (2010) argue that a focus on only communicating brands externally is not sufficient to build ongoing brand equity. Rather, organisations need to create a ‘brand spirit’ where the entire organisation supports the strategic plan of the brand and its ongoing implementation. This ‘brand spirit’ helps to align the corporate brand with the corporate culture assisting both management and employees to share the same brand reality. Organisations that are leadership brands with solid internal branding generally have exceptional leaders and managers. These leaders often have a unique skill set with a reputation for delivering on customers’ and investors’ expectations thereby creating faith that both employees and managers will ensure that the firm’s promise is consistently realised.

**Consistent brand delivery.** A key intangible asset embedded into a strong brand is brand reputation. Consistently delivering the brand promise may aid brand familiarity and lead to the brand being perceived as unique, thus consistent brand delivery is a key driver to enhance the brand’s positive reputation with customers. Conversely, if the brand delivery is significantly variable from the brand promise, the reputation could be negatively affected, thus reducing brand equity. Thus, every interaction organisations have with consumers and other stakeholders influences the customer experience. Positive stakeholder experiences enhance the positive reputation of the organisation, which strengthens the brand, and accrues the brand equity of the firm (Abimbola 2009).
Investigation of the AROs discussed in this thesis has highlighted the complexity of their branding and rebranding decisions and process. In particular, there are multiple stakeholders that impact on the fulfillment of the 6Cs. This thesis research therefore investigates the ongoing brand management issues impacting on AROs delivering on their brand promises. Hence, **RQ 6 was formulated as follows**:

**RQ 6: What issues do AROs face following rebranding?**

### 2.6.4 Employer Branding

A critical component of effectively managing a corporate brand is to ensure that employee behaviour consistently delivers on the company’s brand promise (Balmer & Gray 2003; Hulberg 2006). An effective strategy to help achieve this is employer branding (Uncles & Moroko 2005). Employer branding is defined by as, *‘the package of functional, economic and psychological benefits provided by employment, and identified with the employing company’* (Ambler & Barrow 1996, p. 187).

Employer branding encompasses both external and internal branding strategies. Essentially the purpose of employer branding is to *‘present a positive and attractive image to current and potential employees’* (Backhaus 2016, p. 193). Employer branding is driven by both marketing and human resources strategies and when effectively implemented, enhances positive corporate culture and develops employee brand loyalty and commitment (Backhaus & Tikoo 2004).

Employer branding can develop employees as ‘brand champions’ where they undertake appropriate ‘brand building behaviours’ that build and strengthen the organisations brand image (Löhndorf & Diamantopoulos 2014). In this context, employer branding is conceptualised as a process ‘by which employees internalize the desired brand image and are motivated to project the image to customers and other organisational constituents’ (Miles & Mangold 2004, p. 68).

Additionally, where organisations can develop congruence between the organisation’s values, beliefs, and goals and individual employees, there are notable increases in both employee productivity and retention (Chew & Chan 2008). Further, research identifies that where employees are engaged and satisfied, they will more consistently deliver services in a manner that creates positive customer experiences (Mosley 2007).
In contrast, if effective employer branding has not been undertaken, and all levels of organisational members, including managers and their staff, do not ‘live the brand’, developing professional and appropriate brand management behaviour will be very difficult, perhaps even impossible (Baumgarth 2010). Further, lower employee brand commitment typically results in poorer brand delivery, which fails to provide the ‘brand promise’ conveyed to external stakeholders (Hardaker & Fill 2005).

Mosley (2007, p. 123) therefore posits that ‘employer brand management represents a significant evolution in the quest for corporate brand integrity’. Not surprisingly then, the literature recommends that organisations adopt strategies to create a positive organisational climate that supports employees brand oriented behaviour (Hankinson 2002; Vallaster & de Chernatony 2005) and enhances employees’ brand identification and organisational attachment (Baumgarth 2010; Foster, Punjaisri & Cheng 2010).

Of particular salience for Australian Rail is the finding that employer branding assists in recruiting and retaining employees’ who will positively and consistently represent the brand, and fulfil the brand promise (Backhaus & Tikoo 2004). In this context, a primary positive outcome of employer branding is the enhancement of a company’s external attractiveness to diverse stakeholders including customers, prospective employees, alumni, shareholders, recruiters and the media (Aaker, 2007).

From an internal company aspect, a primary positive outcome of employer branding, is the strengthening of internal capabilities through efficiently attracting desirable employees, and retaining and motivating staff (Davies 2008). This internal focus of employer branding is sometimes referred to as ‘internal branding’ (Foster, Punjaisri & Cheng 2010). There is therefore alignment between employer branding’s influence on enhancing the internal capabilities of the firm, and the positive outcomes ascribed to internal marketing and internal branding literature (Mosley, 2007). The importance of internal branding in the branding process and the central role of employees in service delivery was discussed in Section 2.2.3 (Harris & de Chernatony 2001; Punjaisri & Wilson 2007).

In service-orientated businesses, such as Australian Rail, the personal contact of employees with consumers means that employees have considerable influence over the manner in which consumers view the company (Henkel et al. 2007; Stuart 1999). When employees have a close alignment with the brand promise, service delivery is consistently higher, resulting in increased customer satisfaction and increased profit. Thus positive employee attitudes
engender positive customer attitudes and behaviours, thereby promoting revenue growth (Schultz 2004).

When profitability increases and customer satisfaction continues, a firm gains a positive corporate reputation. Profitable firms that build positive external reputations have been found to enhance a firm's attractiveness to potential employees (Ambler & Barrow, 1996; Denton 1997), termed ‘employer attractiveness’ in the literature (Berthon, Ewing & Hah 2005). Employees who are satisfied are more likely to become loyal and remain with the firm as well as increase employee retention (Berthon, Ewing & Hah 2005). Positive belief in the firm creates positive word of mouth among employees, thereby building employee team camaraderie where employees share positive views about the company with each other, external stakeholders and prospective employees thus improving staff retention (Reichheld & Sasser Jr 1990). Further, positive word of mouth improves employer attractiveness by positively relating the employment experience for prospective employees, which will attract those with similar values to the corporate brand and allow them to become successful employees (Ambler & Barrow, 1996; (Miles & Mangold 2004).

Employer branding encompasses job search, recruitment, ongoing employment and potentially post employment (alumni). The processes underpinning employer branding are influenced by the firm’s marketing, human resources, communications and management activities (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004; Miles & Mangold, 2004). Not surprisingly, Davies (2008) asserts that managing the employer brand is a complex task, with some confusion as to who should be responsible for managing the employer brand. It may be argued that it should be an expanded function of marketing. Alternatively, it may be necessary for HR professionals to gain a deeper understanding of branding issues. Nevertheless, effectively managing the employer brand provides organisational value, and there is a danger that this value will not be recognised if no organisational department accepts or is given responsibility for employer brand management functions (Davies 2008).

Of particular importance is that employer brand management requires engaged leadership that can effectively embed the brand ethos into ongoing employee experience, thereby enhancing the organisation’s capacity to consistently deliver distinctive customer brand experiences (Mosley 2007). In this context, the primary role of employer branding is ‘to provide a coherent framework for management to simplify and focus priorities, increase
productivity, and improve recruitment, retention and commitment’ (Backhaus & Tikoo, 2004 p.502).

Organisations embracing employer branding gain a competitive edge, however research identifies that organisations can be good or bad at employer branding (Moroko & Uncle 2008). Essentially, although all employees have a brand, they are not all effective at differentiating themselves as attractive employers (Backhaus 2016). Additionally, regardless of the external brand communications, current employees’ experience the brand ‘internally’ and thus for employer branding to be authentic and believable, the projected brand promise and brand experience needs to be closely aligned with the employee’s experience (Moroko & Uncle 2008). Essentially then, the employer brand and corporate culture needs to be consistent and in harmony with the employee’s workplace experience (Backhaus 2016).

Employees’ experience with the firm is received from all levels of management and all divisions, and is directly influenced by the firm’s culture, values, policies, procedures and competitive environment over time. Given the intense, ongoing experience that employees have with the firm, gaps between the projected / perceived brand promise and the employees experience become distinctly evident. Where the brand associations and values embedded in the consumer-based promise are aligned with employees’ experiences and benefits, the employer brand is enhanced. Conversely, when employees transfer perceptions of the consumer or corporate brand promise, that are not supported by the employment experience problems may occur, with employee disengagement, distrust and reduced motivation to effectively deliver the brand promise to consumers (Moroko & Uncle 2008). This branding dissonance disenfranchises employees and makes it very difficult to develop a positive corporate culture (Martin, Gollan & Grigg 2011).

To ensure greater alignment between externally advertised brand attributes, and employee internal experience, it is thus imperative that marketing and HR functions are strategically aligned. The goal should be to ensure that both external and internal communications align to the firm’s culture, policies and processes. Alignment should occur during recruitment, within the organisation, and even after the employee has left the organisation to influence former employees to act as advocates of the firm for other potential employees and customers (Moroko & Uncle 2008).

However, as identified in the introductory chapter to this thesis (Section 1.1.2), research has found that Australian rail was perceived to be a poor career choice for engineering students,
their lecturers, career advisors and recruitment consultants. There was an overarching perception that in addition to being overly bureaucratic, there is little opportunity for career progression in the rail industry (Wallace et al. 2010). Thus, Australian Rail does not appear to be overly attractive as a potential employer brand.

Additionally, of particular interest to this thesis investigating Australian rail rebranding, is the assertion that during periods of strategic change, organisations have to ensure their change management activities and messages align to their employer branding strategies. External and internal brand messages must be both current and realistic, as well as being shared with employees to avoid breaking trust and fostering enduring reputational damage to the firm (Backhaus & Tikoo 2004). The importance of internal branding as an important corporate strategy during the rebranding process was also discussed in Section 2.3.1.3 (Merrilees & Miller 2008) and 2.3.2.2 (Daly & Moloney 2004).

The literature on employer branding thus further justifies the research intention of RQ3: How do AROs undertake internal branding and external branding?

2.7 Synthesis of Concepts, Research Questions and Conceptual Model

This section aligns the consolidated best practice frameworks arising from the literature review, and gaps in knowledge, with the relevant research questions, and presents the conceptual model proposed as a result of this research. Section 2.7.1 summarises the key concepts, models and gaps in in the literature, and the corresponding RQs generated. Section 2.7.2 presents the proposed conceptual model.

2.7.1 Synthesis of Concepts and Research Questions

This chapter has clarified branding, corporate branding and corporate rebranding concepts. It has identified that corporate rebranding is a ubiquitous global phenomenon (Merrilees & Miller 2008) and that corporations rebrand for a range of reasons that are all primarily focused on changing the corporate image and enhancing stakeholder perceptions. The literature review however has identified that there has been surprisingly little primary academic research into the whole process of rebranding. The extant literature was discussed, and two corporate rebranding models (Muzellec & Lambkin 2006), one Corporate Rebranding Framework, (Daly & Moloney 2004) and Six Principles of Corporate Rebranding (Merrilees & Miller 2008) were presented. Although none of these models, frameworks and principles have been empirically tested, they appear to be the most extensive and appropriate
models and frameworks in the literature to provide a lens of assessing corporate rebranding best practice.

This literature states that rebranding factors (drivers) generally follow sudden, structural changes to ownership structure, corporate strategy, external or competitive environmental forces (Muzellec & Lambkin 2006). The mechanics of rebranding include altering corporate values, positioning and brand elements (marketing aesthetics). Further, corporate rebranding can occur on a continuum of evolutionary to revolutionary relative to the change in positioning and marketing aesthetics. In this context, the change of a brand name typifies revolutionary rebranding, but is an extremely risky strategy that can nullify years of positive brand associations, and damage or destroy brand equity (Muzellec & Lambkin 2006). Nevertheless, corporations rebrand to enhance, regain, transfer and/or recreate to corporate brand equity (Muzellec & Lambkin 2006).

However, no study has clearly identified the decisions underpinning why AROs undertake rebranding, or ARO rebranding goals or implementation processes. Hence, **RQ 1 was formulated thus:**

**RQ 1: What are the rebranding a) factors, b) goals and c) processes underpinning rebranding decisions in Australian Rail Organisations?**

The analysis component of the CRF discussed in Section 2.3.2 identifies that during rebranding organisations need to make decisions concerning their ‘brand elements’ (i.e. marketing aesthetics). Specifically, they need to decide which elements are to be retained permanently, temporarily, discarded or whether new branding elements are required (Daly & Moloney 2004). The degree to which changes to brand elements (marketing aesthetics) can occur is explored further in Section 2.3.4, which presents the ‘Rebranding as a Continuum’ model, which identifies that rebranding occurs on a continuum from evolutionary to revolutionary changes to marketing aesthetics and positioning (Muzellec & Lambkin 2006).

These changes to marketing aesthetics typically include brand name and logo, and in the case of AROs, livery. Section 2.4 highlights the importance of choosing an appropriate corporate name, and discusses brand name processes. Section 2.4.1 includes discussion of the issues involved in creating corporate logos and the potential different corporate communication that can be conveyed through different typeface, colours and design. Many AROs have engaged in ‘revolutionary’ rebranding and three AROs have changed their name. However, the
dimensions ARO marketing aesthetics rebranding in terms of changes to their name and logo changes are unexplored. Hence **RQ 2 was formulated as follows:**

**RQ 2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for a) name, b) logo, c) livery?**

Discussion of the CRF (Section 2.3.2), highlights the necessity to identify and engage both internal and external audiences is presented. The ‘Brand Identity Model’ (Section 2.3.3), highlights the importance of constructing a brand identity that crystallises and portrays an organisation’s ‘brand essence’. This brand essence may comprise both functional and emotive elements which may convey vivid brand associations to external and internal stakeholders. The ‘Seven Dimensions of Corporate Personality’ (Section 2.2.7) demonstrates that different perceptions can be conveyed to external and internal stakeholder’s through constructing different corporate brand personality dimensions. The ‘Six Principle Schema of Corporate Rebranding’ (Section 2.3.3) highlights the importance of strong leadership to ensure the commitment of internal stakeholders, as well as the importance of actively promoting the brand to internal and external stakeholders. Thus, an area of research interest for this thesis is how AROs have engendered external and internal stakeholder engagement. Hence, **RQ 3 was formulated as follows:**

**RQ 3: How do AROs undertake internal branding and external branding?**

The ‘Brand Identity Model’ (Section 2.2.3), highlights the importance of continuing the ‘brand memory’ within the corporate rebrand, as well as the necessity for strong leadership during rebranding. Organisational culture is therefore an important element of the rebranding process. The notion of ‘internal branding’ which directly affects corporate culture, is also a central component of the CRF (Section 2.3.2) and the Six Principle Schema of Corporate Rebranding (Section 2.3.1). The Seven Dimensions of Corporate Personality (Section 2.2.7) provides greater insight into the tangible expression of corporate brand personality both externally and internally by providing a ‘Corporate Personality Scale’. *Given the dramatic changes to management and corporate restructuring during AROs’ rebranding process, the changes to corporate culture is of research interest for this thesis.* Hence,

**RQ 4 is: What is the effect of rebranding on Australian Rail Organisations Corporate Culture?**
The last component of the CRF (Section 2.3.2.) advocates undertaking evaluation throughout all stages of the rebranding (Daly & Moloney 2004). Section 2.5 identifies that a preeminent method to evaluate the outcome of rebranding is to ascertain the strong, unique and favourable brand associations that may have been created. The ensuing ‘customer based brand equity’ (CBBE) may be identified by comparison of the brand building elements that align with Keller’s (2001) CBBE model. Section 2.5.4 reiterates the importance of customer based brand equity and presents Aaker’s Brand Equity Model (Aaker 1991). Section 2.5.2 highlights both the importance and difficulty in measuring financial brand equity. However, it is unknown whether AROs track, measure or evaluate changes to brand equity resulting from rebranding. Hence, **RQ 5 was formulated as follows:**

**RQ 5: How is a) Financial brand equity and b) Customer based brand equity captured by AROs and how is it measured to evaluate rebranding success?**

Section 2.6 identifies the fundamental importance of ongoing brand management in the branding and rebranding process. Section 2.6.1 described the important attributes that a brand manager should have. Section 2.6.2 identified that for rebranding to be successful, ongoing brand management is required. Hence, **RQ 6 was formulated as follows:**

**RQ 6: What issues do Australian Rail Organisations face following rebranding.**

Reference to the models and frameworks in Table 2.6 throughout this thesis, in addition to assisting with formulating interview questions and creating ‘a priori’ codes, assist in highlighting gaps between recommended corporate rebranding best practice and Australian Rail’s actual rebranding practices. This also assists with the interpretation of findings of ARO rebranding provided in Chapter 6, and informs discussion of the implications for theory, and the implications for policy and practice.

Table 2.5 summarises the key concepts, associated models and frameworks in the literature, the gaps in knowledge and the corresponding RQs that are addressed. The identified literature and models appear to represent best branding and rebranding practice. The gaps in knowledge, therefore, relate to the unknown elements of ARO rebranding in terms of how they align to best practice. The table below is organised according to the order of the sections in which the concepts were presented in Chapter 2.
<table>
<thead>
<tr>
<th>Key Concept</th>
<th>Literature/ Model / Framework / Schema / Typology</th>
<th>Principal Author(s)</th>
<th>Section Discussed</th>
<th>Gap in Knowledge</th>
<th>RQ Addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Personality</td>
<td>Brand Personality Framework</td>
<td>Aaker (1997, p. 352)</td>
<td>2.2.3</td>
<td>It is unknown to what extent brand personality has been embedded within the rebranding of AROs to influence stakeholders, including patrons and employees</td>
<td>RQ 3</td>
</tr>
<tr>
<td>Brand Identity</td>
<td>Brand Identity Model</td>
<td>Aaker &amp; Joachimsthaler</td>
<td>2.3.3</td>
<td>Have AROs developed a strong brand identity to create brand essence, that communicates organisational strategy and values, creates brand differentiation, generates customer resonance, and fosters organisational ‘buy in’?</td>
<td>RQ 3</td>
</tr>
<tr>
<td>Corporate Brand Personality</td>
<td>The Seven Dimensions of Corporate Personality</td>
<td>Erich (2000)</td>
<td>2.3.7</td>
<td>It is unknown how ARO rebranding has affected AROs’ corporate culture</td>
<td>RQ 4</td>
</tr>
<tr>
<td>Why &amp; How Organisations Rebrand</td>
<td>Model of the rebranding process</td>
<td>Muzellec and Lambkin (2006, p. 820)</td>
<td>2.4.1</td>
<td>No study has clearly identified the a) factors underpinning why AROs undertake rebranding, or ARO rebranding b) goals or c) processes.</td>
<td>RQ 1 (a)(b)(c)</td>
</tr>
<tr>
<td>Internal &amp; External Branding</td>
<td>Corporate Rebranding Framework (CRF)</td>
<td>Daly &amp; Moloney (2004, p. 35)</td>
<td>2.4.2</td>
<td>No study identifies how AROs have addressed internal &amp; external branding</td>
<td>RQ 3</td>
</tr>
<tr>
<td>Internal &amp; External Branding / Corporate Culture</td>
<td>Six-Principle Schema of Corporate Rebranding</td>
<td>Merrilees &amp; Miller (2008, pp. 540-542)</td>
<td>2.4.3</td>
<td>No study identifies how AROs have addressed internal &amp; external branding, no study addresses the impact of rebranding on ARO corporate culture</td>
<td>RQ 3 &amp; 4</td>
</tr>
<tr>
<td>What types of rebranding strategies AROs use (evolutionary to revolutionary)</td>
<td>Rebranding as a Continuum (Descriptive Model)</td>
<td>Muzellec &amp; Lambkin (2006, p. 805)</td>
<td>2.4.4</td>
<td>It is evident that AROs have used rebranding strategies that range from evolutionary to revolutionary, however there is no research that considers the degree to which AROs have undertaken this</td>
<td>RQ 2</td>
</tr>
<tr>
<td></td>
<td>The Brand Naming Process</td>
<td>Kohli and LaBahn (1997)</td>
<td>2.5.1</td>
<td>Have AROs kept their name the same, modified or totally changed their name, on a continuum of evolutionary to revolutionary?</td>
<td>RQ 2(a)</td>
</tr>
<tr>
<td>Research Question</td>
<td>Title</td>
<td>Source</td>
<td>Page</td>
<td>Reference</td>
<td>Subsection</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
<td>------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>RQ 2(b)</td>
<td>To what extent have AROs changed logos, including colour on a continuum of evolutionary to revolutionary?</td>
<td>Hynes (2009)</td>
<td>2.5.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 2(b)</td>
<td>To what extent have AROs changed shape on a continuum of evolutionary to revolutionary?</td>
<td>Henderson, Pamela W. and Cote (1998)</td>
<td>2.5.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 2(c)</td>
<td>To what extent have AROs changed livery on a scale of evolutionary to revolutionary?</td>
<td>Strangleman (1999)</td>
<td>2.3.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 5(a)</td>
<td>Do AROs measure if financial brand equity has been enhanced as a result of their rebranding strategies?</td>
<td>Aaker (2014)</td>
<td>2.6.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 5(b)</td>
<td>How do AROs capture and measure rebranding success through evaluating changes to brand equity, in terms of CBBE?</td>
<td>Keller (1993)</td>
<td>2.6.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 5(b)</td>
<td>How do AROs capture and measure rebranding success through evaluating changes to brand equity, in terms of CBBE?</td>
<td>Aaker (1992b)</td>
<td>2.6.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 6</td>
<td>What issues do AROs face post rebranding?</td>
<td>Balmer, JM (2006)</td>
<td>2.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 6</td>
<td>What issues do AROs face post rebranding?</td>
<td>Cui, Hu and Griffith (2014)</td>
<td>2.7.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 6</td>
<td>What issues do AROs face post rebranding?</td>
<td>Balmer (2012a)</td>
<td>2.7.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RQ 6</td>
<td>What issues do AROs face post rebranding?</td>
<td>Aaker &amp; Joachimsthaler (2000, p. 34)</td>
<td>2.7.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Developed for this research
2.7.2 Conceptual Model

Section 2.3 provided an overview of extant rebranding models, frameworks and schemas. This review identified that the most complete extant framework that provides an overview of the entire rebranding process is the CRF (Daly & Moloney, 2004). This framework details three primary corporate rebranding phases, analysis, planning and evaluation. However, the review of brand and rebranding literature and other corporate rebranding models indicates that the framework is incomplete in several areas.

Figure 2.23 illustrates the extended CRF (CERF) proposed to provide a more holistic view of corporate rebranding. The CERF captures the three primary corporate rebranding phases of the CRF, but incorporates additional phases and components identified as gaps in the branding and rebranding literature. The RQs are aligned to each phase of the Conceptual Framework on the right-hand side of the diagram.

The CERF is presented as a basis from which to commence the empirical investigation for this thesis research. The empirically validated expanded and augmented CERF is presented in Chapter 6.

The expanded phases and augmented components of the CERF are discussed hereunder:

**Analysis**

The Situation Analysis components that relate to the CRF (Market Analysis, Brand audit, Opportunities) have been retained. Additionally, Muzellec and Lambkin (2006) three component ‘model of the rebranding process’ provides insight into the situation analysis of corporate rebranding. It identifies four categories precipitating corporate rebranding, and reveals that name changes are typically a result of sudden, structural changes. Including a ‘factor’ component in the analysis phase of the CERF, will assist to identify why ARO’s rebrand. Thus a ‘factor’ component has been included in the CERF (Figure 2.6).

**Planning**

The planning component is retained, however modified. Firstly, Muzellec and Lambkin (2006) ‘goal’ component (Figure 2.6) has been added. This is based on the belief that the overarching goal of organisations rebranding (update / improve existing image, or create a new image / reflect a new identity) will influence the type of rebranding (evolutionary or revolutionary) that they will undertake.
Implementation

The CRF offered by Daly and Moloney (2004), *does not have an implementation phase*. However, ‘principle 3’ of Merilees and Miller’s (2008) six-principle schema for rebranding does include a recommendation for implementation. As implementation is a primary component of the rebranding process, a fourth ‘implementation’ phase has been added to the conceptual model. Logically, there would be a seamless linkage between the planning and implementation phases, with implementation taking place after the planning stage. The requisite amendments to marketing aesthetics and repositioning would be identified during the strategic planning process which may include a brand audit. CVI components are then made in accordance with the revised perception organisations are seeking to create.

The CRF (Daly & Moloney, 2004), describe this as ‘brand elements’ to be retained, supported or neutralised. However the ‘Rebranding as a Continuum’ descriptive model (Muzellec & Lambkin 2006) adds more clarity to this process by identifying that rebranding occurs on a continuum between evolutionary or revolutionary, although the authors term for ‘brand elements’, is ‘marketing aesthetics’. Thus, evolutionary or revolutionary components have been added to the conceptual framework.

Section 2.3.1 identified that the desired degree of change in positioning and marketing aesthetics may include altering or totally changing the brand name, logo, slogan and train livery (Muzellec & Lambkin 2006). The fact that these physical CVI components have been changed means that there will be physical branding application issues. In AROs, practical implementation may necessitate applying this revised / new marketing aesthetics to rolling stock, wayfaring signage and another related rail infrastructure. Additionally, during this phase the corporation engages in communication with internal and external stakeholders’ to enhance relationships and enrich stakeholder perceptions.

Evaluation

The CRF (Daly & Moloney, 2004) identifies that evaluation should be undertaken throughout all stages of the rebranding process as well as upon completion. The framework and accompanying article is however devoid of details as to how to practically undertake evaluation, or what types of evaluation may be appropriate to determine rebranding success or otherwise. As discussed in Section 2.3, it is particularly surprising that no discussion, insight, processes or appropriate metrics have been offered in terms of evaluating the rebranding process in terms of changes in *brand equity*. 
Given the importance attributed to the transference and creation of brand equity in the branding and rebranding literature (Aaker 1991, 1994; Keller 1993, 1999, 2001), brand equity components have been added to the CERF. Section 2.7.1 identified that two methods of identifying brand equity is financial brand equity and CBBE. Thus, both financial brand equity and CBBE have been added as components in the evaluation phase within the CERF.

**Ongoing Brand Management**

Section 2.7.1 identified that a gap in the rebranding models and schemas is that there is no consideration of ongoing brand management. More specifically, the CRF (Daly & Moloney, 2004), does not have an ‘ongoing brand management’ phase. However, Section 2.7 discussed the importance of effective, ongoing brand management to ensure rebranding success. Therefore, *ongoing brand management* forms a component of the CERF.
Chapter 2 – Literature Review

**Situation Analysis**

**Questions**
- Measuring changes to stakeholders’ perceptions: +ve or –ve brand associations
- Market Analysis, Brand audit, Opportunities

**Rebranding Factors**
- Change in competitive position e.g. outdated image
- Change in external environment, e.g. legal obligation
- Change in ownership structure, e.g. M&A
- Change in corporate strategy e.g. divestment

**Research Questions**
- RQ1 (a)
- RQ1 (b)
- RQ1 (c)
- RQ2 (a)
- RQ2 (b)
- RQ2 (c)
- RQ3
- RQ4
- RQ5 (a)
- RQ5 (b)
- RQ6

**Rebranding Goals**
- Update / Improve Existing Image
- Create a New Image
- Reflect a new Identity

**Evolutionary rebranding**

**Marketing Aesthetics**
- No or minimal changes to: Name / Logo

**Corporate reBranding**
- Minimal changes to Mission, vision, values,
  - Physical Branding Application

**Revolutionsary rebranding**

**Marketing Aesthetics**
- Significant changes to: Name / Logo / Livery

**Corporate reBranding**
- Mission, vision, values redefined – internal branding – employees values

**Creating rich, multi-faceted relationships – passionate and compassionate traits**

**External Stakeholders**
- Consumers (Commuters) customer rewards improved customer
- CSR, cause-related

**Relationship marketing**
- Board endorsement; Management championing; Internal branding - employee: training, recognition programs, benefits; Aligning Corporate culture to rebranding visions / values

**Internal Stakeholders**

**Measuring Ongoing Changes to Stakeholders Perceptions / Brand Equity**
- () re: +ve or –ve brand associations -Brand audit, opportunities, threats
- Measure changes to Financial Brand Equity / CBBE (Consumer Based Brand Equity)

**Ongoing Brand Management Issues Impacting on Rebranding Success**

Figure 2.21: Conceptual Expanded Rebranding Framework (CERF) – developed for this research: to support an Expanded Corporate Rebranding Framework
CHAPTER 3: Methodology

3.0 Introduction

Chapter 3 outlines the methodological approach of this study through which the research aims and objectives discussed in were achieved. First, an overview of the four major theoretical paradigms is presented (Guba 1994). Realism is justified as the dominant ontological perspective guiding the research (Perry et al. 1999). The rationale and justification of the methods, including the choice of multiple case study as the main research strategy is provided (Yin 1994). The AROs selected for the case study are described.

A description of the multiple sources of evidence is provided, with justification of semi structured ‘elite’ interviews as the primary data collection method (Kvale & Brinkmann 2009). The data analysis process is described with a focus on the five phases of qualitative analysis (Yin 1994). This is followed by a discussion of how validity and reliability is achieved. The methodological limitations of the methods are acknowledged and discussed. The chapter concludes by identifying ethical procedures that have been undertaken during the planning and adhered to during the implementation of the research. Chapter 3 is set out as follows:
3.1 Theoretical Research Paradigm

Before detailing the research method, it is important to clarify the theoretical paradigm on which the research rests (Creswell 2009; Scotland 2012). The theoretical paradigm is the underlying belief system guiding the research process (Sarantakos 2005), defined by Guba and Lincoln (1994, p. 106) as ‘the basic belief system or world view that guides the investigation’. A researcher’s choice of theoretical paradigm is based on three fundamental questions: ontological, epistemological and methodological, given by Guba (1994, p.108) as follows:

**Ontological**: What is the form and nature of reality, and therefore, what can be known about it?

**Epistemological**: What is the nature of the relationship between the knower or would-be knower and what can be known?

**Methodological**: How can the inquirer (would be knower) go about finding out whatever he or she believes can be known?

Table 3.1, replicated from Guba and Lincoln (1994), identifies the four primary theoretical paradigms with corresponding ontology, epistemology and methodology.

**Table 3.1: Basic Beliefs of Alternative Paradigms**

<table>
<thead>
<tr>
<th>Item</th>
<th>Positivism</th>
<th>Postpositivism</th>
<th>Critical Theory et al.</th>
<th>Constructivism</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ontology</strong></td>
<td>naive realism—</td>
<td>critical realism—</td>
<td>historical realism—</td>
<td>relativism—local and specific</td>
</tr>
<tr>
<td></td>
<td>“real” reality but</td>
<td>“real” reality but only</td>
<td>virtual reality shaped by social,</td>
<td>constructed realities</td>
</tr>
<tr>
<td></td>
<td>apprehensible</td>
<td>imperfectly and</td>
<td>political, cultural, economic,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>probabilistically</td>
<td>ethnic, and gender</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>apprehensible</td>
<td>values; crystallized</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>over time</td>
<td></td>
</tr>
<tr>
<td><strong>Epistemology</strong></td>
<td>dualist/objectivist;</td>
<td>modified dualist/</td>
<td>transactional/subjectivist; value-</td>
<td>transactional/subjectivist; created</td>
</tr>
<tr>
<td></td>
<td>findings true</td>
<td>objectiveist;</td>
<td>mediated findings</td>
<td>findings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>critical tradition/community;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>findings probably</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>true</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>experimental/</td>
<td>modified experimental/</td>
<td>dialogic/dialectical</td>
<td>hermeneutical/dialectical</td>
</tr>
<tr>
<td></td>
<td>manipulative;</td>
<td>manipulative;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>verification of hypotheses;</td>
<td>critical multiplicity;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>chiefly quantitative methods</td>
<td>falsification of hypotheses; may</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>include qualitative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Guba and Lincoln (1994)
Schram (2012) identifies that there has been endless debate in relation to each paradigm’s relative research superiority. For the purposes of this thesis, however, it is salient to note that each research paradigm influences a different research methodology (Creswell 2009). Additionally, each paradigm predetermines preferences for different methods of levels of data collection (Schram 2012). Section 3.2.1 discusses the differences between qualitative and quantitative research and the methods commonly applied.

Positivists view reality as controlled by empirical laws that are neutral, value-free and independent of time and space (Steinmetz 1998). Positivism relies on the power of rationality combined with scientific methods to understand ‘objective’ reality (Moutinho & Hutcheson 2011). A naïve realist epistemology assumes that reality is easily accessed, accurately measured (Perry et al. 1999), can be predicted and even controlled (Moutinho & Hutcheson 2011). Additionally, positivists view the objects to be researched as independent entities from the researcher. The conscience and actions of the researcher do not affect the nature of reality, but rather, meaning exists independently of the researcher and lies totally in the objects themselves (Crotty 1989; Hudson & Ozanne 1998).

Constructivists lie towards the other end of the research paradigm spectrum (Miles & Huberman 1994). For the constructivist / interpretivist, reality is individually constructed with meaning emerging when consciousness apprehends and interprets objects. As there may be as many interpretations of reality as there are individuals, the interpretive methodology seeks to understand phenomena from the perspective of an individual. Interpretivism, therefore, is regarded as being relativistic people (Guba & Lincoln 1994). Further, constructivists take the view that human action may alter reality (Crotty 1989). Constructivists may investigate individuals cultural and historical contexts as well as the interaction of individuals (Creswell 2009). The realist paradigm selected for this research lies between positivism and constructivism (Perry et al. 1999). The rationale for this ontological choice is discussed as follows.

The research focus of this thesis lies within the broad domain of marketing, with a focus on branding and more specifically the phenomenon of rebranding. The objective of most marketing research is to understand and report on complex, social science phenomena (Healy & Perry 2000). These authors state that ‘the ontology of realism assumes that the research is dealing with complex social phenomena involving reflective people’ (2000. p. 121). Realism therefore aligns with the typical objectives of marketing research.
Understanding this marketing complexity generally requires a researcher to participate in real-world events and make enquiry into relational processes. As positivists remain objectively separated from the phenomena they research, marketing research is typically skewed towards a more interpretivist paradigm (Healy & Perry 2000). The interpretivist / phenomological paradigm is comprised of three categories: critical theory, constructivism and realism (Guba & Lincoln 1994).

One major ontological interpretative stance then is critical theory (Guba 1994). Critical theory researchers’ investigation often involves long-term ethnographic and historical studies of organisational processes and structures, with an aim of transforming political, cultural, economic, social, ethnic and gender values. Critical researchers may aim to become a ‘transformative intellectual’ (Guba & Lincoln 1994). However, this paradigm is not useful for most marketing research (Healy & Perry 2000).

Similarly, constructivism adopts a relativism ontology that essentially upholds the notion that ‘perception is reality’. This view is inconsistent for most marketing research, because whilst constructivism seeks to find ‘multiple realities’, through interactions between interviewer and respondent, it generally does not encompass notions of ‘real’ technological and economic business dimensions (Healy & Perry 2000).

In contrast, realists contend that there is an objective reality that can be found, although it may be only imperfectly and probabilistically apprehensible (Guba & Lincoln 1994). The primary phenomenological difference is that constructivists and critical theorists posit multiple realities, whereas realists posit one reality although there may be many perceptions of that reality. The realist’s aim therefore is to triangulate perceptions to gain a better understanding of reality (Perry 1999).

Additionally, the aim of this thesis is to undertake cases studies on AROs to understand their rebranding decisions, processes and outcomes. Therefore, it is argued that, for case study research, the most appropriate scientific paradigm is realism (Perry 1998). Like other interpretivist paradigms, realism is primarily inductive (theory construction and theory building), rather than deductive (theory testing and theory verification) (Donnellan 1995) However, it has a more objective orientation than the subjective orientations of critical theory and constructivism. Dimensions categorising the theoretical paradigms are summarised in Table 3.2:
Table 3.2: Summary of Dimensions of Four Paradigms

<table>
<thead>
<tr>
<th>Paradigm</th>
<th>Deduction/induction</th>
<th>Dimension</th>
<th>Commensurable/incommensurable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positivism</td>
<td>Deduction</td>
<td>Objective</td>
<td>Commensurable</td>
</tr>
<tr>
<td>Critical theory</td>
<td>Induction</td>
<td>Subjective</td>
<td>Commensurable</td>
</tr>
<tr>
<td>Constructivism</td>
<td>Induction</td>
<td>Subjective</td>
<td>Incommensurable</td>
</tr>
<tr>
<td>Realism</td>
<td>Induction</td>
<td>Objective</td>
<td>Commensurable</td>
</tr>
</tbody>
</table>

Source: Perry (1998)

The fourth column of Table 3.2, (commensurable / incommensurable) relates to the way findings can be evaluated through acceptable measures. Perry (1998) asserts that whilst commensurability is practically non-existent in constructivism and relatively minor in critical theory research, realism research that uses case studies can provide appropriate evidence of reliability and validity measures. In conclusion, for a case study research methodology, realism offers a more appropriate paradigm than positivism, critical theory and constructivism Perry (1998).

Table 3.3 summarises the theoretical research paradigm used for this thesis.

3.1.1. Justification for Qualitative Research Method

Section 3.2 established that this thesis adopts a realist ontology within an interpretivist epistemology that generally adopts an inductive/qualitative method. This section deepens the discussion of quantitative vs qualitative methods and justifies the use of the qualitative method for this thesis. Social science research methodologies generally use quantitative or qualitative methods (Neuman 2000). The quantitative method typically focuses on gathering and analysis of numerical data, used to test hypotheses, and to draw conclusions (Veal 2005). The quantitative research method therefore aims to produce causal explanations (Neuman 2006). In short, quantitative research methods use a deductive strategy underpinned by theory, which is subsequently tested with empirical evidence (Neuman 2006).

Table 3.3 summarises the theoretical and methodological approach adopted for this research.
## Chapter 3 – Methodology

### Table 3.3: Theoretical and Methodological Approach for this Research

<table>
<thead>
<tr>
<th>Research Considerations</th>
<th>Theoretical and Methodological Approach for This Research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Aim</strong></td>
<td>Theory Building (Inductive)</td>
</tr>
<tr>
<td><strong>Ontology</strong></td>
<td>Realism</td>
</tr>
<tr>
<td><strong>Epistemology</strong></td>
<td>Interpretivist</td>
</tr>
<tr>
<td><strong>Nature of human / environment relationship</strong></td>
<td>Objective, Idiographic, Qualitative insider</td>
</tr>
<tr>
<td><strong>Direction of research inquiry</strong></td>
<td>Exploratory</td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td></td>
</tr>
<tr>
<td>General Approach</td>
<td>Inductive (theory construction and theory building) through case study with commensurable outcomes</td>
</tr>
<tr>
<td>Secondary Research Strategy</td>
<td>Literature Review (Key branding &amp; rebranding constructs), rebranding models, schemas &amp; frameworks, research issues &amp; research questions</td>
</tr>
<tr>
<td>Primary Research Strategy</td>
<td>Semi Structured ‘elite interviews’</td>
</tr>
<tr>
<td>Sample Size</td>
<td>4 organisations, 15 senior management interviewees</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Interviews follow interview protocol, interview guide (interview questions), digitally recorded</td>
</tr>
<tr>
<td>Type of Data Collected</td>
<td>Multiple data collection: Interview audio files, verbatim interview transcripts, organisational annual reports, archival material, media reports, web site data</td>
</tr>
<tr>
<td>Interaction of Researcher &amp; Interviewee</td>
<td>Researcher is a participant in real-world events through making enquiry into strategic rebranding management &amp; relational processes</td>
</tr>
<tr>
<td>Type of data Analysis</td>
<td>Qualitative, follows Yin (1994) 5 stages of data analysis</td>
</tr>
<tr>
<td>Software</td>
<td>CAQDAS – NVivo 10</td>
</tr>
</tbody>
</table>


In contrast, qualitative research methods typically use an inductive strategy where generalisable inferences and subsequent theory are derived from observation (Bryman 2012). Moreover, qualitative research intensively focuses on the informal wisdom that has developed from the experience of researchers (Neuman 2006). The qualitative approach provides the opportunity to gather considerable information regarding a relatively small number of subjects. This provides a full and rounded understanding of the situation (Veal 2005). According to Yin (2010), in diverse academic and professional domains, qualitative research has become considered to be an attractive and fruitful way of undertaking research, rather than as a poor alternative to quantitative research (Barbour 2003).

A difference between quantitative and qualitative methods is the kind of data used. Quantitative techniques use numbers, traditionally referred to as ‘hard data’. In contrast, qualitative methods use ‘soft data’, such as words, pictures, impressions, symbols, images.
(Neuman 2000). Soft data is particularly relevant to this research given the nature of rebranding which utilises symbols and imagery in the application of branding marketing aesthetics, and of words, in the formation of rebranded names and slogans. Additionally, words are the primary medium through which interview participants describe their understanding and perception of their organisations rebranding odyssey.

Further, whilst quantitative research codes, counts, and quantifies, qualitative research inherently has a humanistic and literary basis, making qualitative research particularly pertinent for describing and understanding human interactions, meanings, and processes within real-life organisational settings (Gephart Jr 2004). In the words of Merriam (2009, p. 5), Qualitative Researchers are interested in how people interpret their experiences, how they construct their worlds and what meaning they attribute to their experiences.

Table 3.4 summarises the differences between quantitative and qualitative research.

Table 3.4: Differences between Quantitative and Qualitative Research

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tests hypotheses</td>
<td>Captures and discovers meaning – researcher immersed in the data</td>
</tr>
<tr>
<td>Concepts in the form of distinct variables</td>
<td>Concepts in the form of themes, motifs generalisations and taxonomies</td>
</tr>
<tr>
<td>Measures systematically created before data collection and standardized</td>
<td>Measures created in an ad hoc manner and are often specific to the individual setting or research</td>
</tr>
<tr>
<td>Data in the form of numbers from precise measurement</td>
<td>Data in the form of words and images from documents, observations and transcripts</td>
</tr>
<tr>
<td>Theory largely causally oriented, deductive</td>
<td>Theory can be causal or non-causal and is often inductive</td>
</tr>
<tr>
<td>Procedures are standard, and replication is assumed</td>
<td>Research procedures unique, and replication is rare</td>
</tr>
<tr>
<td>Analysis proceeds by using statistics, tables, or charts and discussing how what they show relates to hypotheses</td>
<td>Analysis proceeds by extracting themes or generalisations from evidence and organising data to present a coherent, consistent picture</td>
</tr>
</tbody>
</table>

Source: Adapted from Neuman (2000, p. 123)

Gephardt (2004) states that qualitative research is important in management scholarship as it provides insights that are hard to replicate through quantitative research. Examples of qualitative research advantages include: the ability to gather thick, detailed descriptions of
real-life contexts that identify and record actors’ real ascribed meanings to actions and settings; providing insight into social processes underpinning management; enrichment of scholarship through providing memorable examples of important management issues and concepts; and highlighting human interactions and meanings of phenomena and relationships thus humanising research and theory.

Therefore, qualitative research is an ideal method to use where the researcher wants to maximise explorative power. Qualitative methods offer participants the opportunity to express their own views and experiences from their unique individual perspective in their own words, relative to their personal lived experience of the situation under study.

The reiterative nature of qualitative study allows cycling between data collection and data analysis to compare emerging data with predefined ideas and emerging themes. Additionally, the flexibility inherent in the qualitative method allows the participants’ own voices to emerge, and affords the opportunity to identify unique insights into the studied phenomena (Boeije 2009). As this research is based on deriving theory from observation (the processes and outcomes of ARO rebranding), an inductive strategy using qualitative methods is most appropriate.

It is important to note that rail rebranding research into the drivers, processes and impacts associated with brand equity has not been previously undertaken in Australia, and therefore there is no existing theoretical basis on which to test a hypothesis. Rather, the qualitative research design adopted for this research fulfils the aims and imperatives expressed by Boeije (2009, p. 11).

*The purpose of qualitative research is to describe and understand social phenomena in terms of the meaning people bring to them. The research questions are studied through flexible methods enabling contact with the people involved to an extent that it is necessary to grasp what is going on in the field. The methods provide rich, descriptive data that needs to be interpreted through the identification and coding of themes and categories leading to findings that can contribute to theoretical knowledge and practical use.*
3.1.2 Justification for Case Study Method

Having justified a qualitative methodological approach for this research, discussion now turns to justification of the case study method. Yin (1994) states that the case study method offers a complete research strategy which is particularly useful in answering questions of ‘how’ and ‘why’. Given the research problem identified in Section 1.2, as to why AROs rebrand, how they rebrand, and the outcomes of their rebranding, the case study method fits the type of research questions being investigated.

Although Yin (1994) identifies that case studies can use either quantitative or qualitative methods, Eisenhardt and Graebner (2007) state that theory building from case studies based on research that yields rich qualitative data are becoming increasingly popular. Case study research can be defined as ‘an empirical enquiry that investigates contemporary phenomena in gaps and in its real-life context, especially when the boundaries between phenomenon and context are not clearly evident’ (Yin 2009a, p. 18).

A case study methodology is not considered to be appropriate when the understanding of phenomenon is mature and where constructs are well developed. Additionally, case study methodology is not recommended where there is no interest in understanding how and why the phenomenon occurs, and where understanding the context of action and individual’s experiences in single settings is not relevant (Darke et al. 1998).

However, a case study methodology is considered to be appropriate and useful in the formative stages of theory-building (Darke et al. 1998). This is particularly pertinent for this rail rebranding research which is in its nascent phase, with no known constructs, and where there is a real interest in understanding the context within which rebranding has occurred, and the involvement and experiences of individuals within Australian rail organisational settings.

Specifically, case study research is a very useful method to expand and generalise theories through combining existing theories with new empirical insights and thus is particularly relevant for studying areas that have not attracted much previous research attention (Yin 1994). Additionally, the case study method can identify new layers of reality, and develop new, testable, empirically robust theoretical and practical insights (Eisenhardt 1989; Eisenhardt & Graebner 2007).

The subject of the case study can be very broad and may include ‘an organization, a decision, a department, an agency, a person, an institution, a policy, a city, a state, or a county’ (Jensen
& Rodgers 2001). Further, Eisenhardt (1989) posits that a major strength of deriving theory from case studies is the heightened likelihood of deriving novel theory. Although you cannot use a single case study to make generalisations of a population, it should be noted that you can use a case study for ‘analytical generalisation’ to test a theory (Yin 2009a, p. 38).

Moreover, Yin (1994) identifies that the case study method is particularly relevant for contemporary events. Further, unlike other research methods, the case study approach does not require control over behavioural events and is ideal for answering questions of how something was done, why it was done, as well as the outcomes and whether it works (Yin 2009a). These questions align closely to the research objective and research questions for this research. Thus, the case study methodology appears to be particularly relevant.

Table 3.5 summarises the different research methods that are most appropriate for different research methods.

### Table 3.5: Research Methods for Different Research Questions

<table>
<thead>
<tr>
<th>Method</th>
<th>Form of research question</th>
<th>Requires control of behavioural events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, Why?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, What, Where,</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>How many, How much?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, What, Where,</td>
<td>No</td>
<td>Yes/No</td>
</tr>
<tr>
<td></td>
<td>How many, How much?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>History</td>
<td>How, Why?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, Why?</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Source: Adapted from Yin (2009a, p. 8)

Additionally, case studies predominantly examine a phenomenon as it changes over time (Gephart Jr 2004). This is the overarching aim of the proposed research, to identify the processes and outcomes of rebranding, and how perceptions of rail have changed over time because of rebranding.

Further, in a special issue of the Journal of Marketing Management dedicated to the scholarship of brand orientation, Baumgarth et al. (2013) state: ‘(W)e view case studies as an
important source for better understanding of the relevance of brand orientation for business and not-for-profit organisations’ (p. 977).

In fact, several contemporary researchers have effectively used qualitative case studies to provide scholarly contributions to branding and rebranding knowledge, as summarised in Table 3.6:

Table 3.6: Overview of Rebranding Case Studies

<table>
<thead>
<tr>
<th>Author</th>
<th>Name of Case Study</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee (2013)</td>
<td>‘Rebranding in brand-oriented organisations: Exploring tensions in the non-profit sector’</td>
<td>Semi-structured interviews to investigate the tension in managing the rebranding process where organisations have diverse expectations from multiple stakeholders.</td>
</tr>
<tr>
<td>Daly &amp; Moloney (2004)</td>
<td>‘Managing Corporate Rebranding’,</td>
<td>An analysis of Vodafone’s takeover of Eircell (Ireland) and the subsequent rebranding of Eircell to Vodafone which assisted the researchers to develop a ‘Corporate Rebranding Framework’</td>
</tr>
<tr>
<td>Balmer, Stuart, Greyser (2009)</td>
<td>‘Corporate Branding at British Airways in the late 20th Century’</td>
<td>An examination of the stages of development that British Airways passed through in the creation of its corporate brand</td>
</tr>
<tr>
<td>Kaikati 2003</td>
<td>‘Lessons from Accenture’s 3Rs: Rebranding, restructuring and repositioning’</td>
<td>An analysis of Accenture’s reincarnation with a discussion of the three pillars of Accenture’s transformation – rebranding, restructuring and repositioning</td>
</tr>
<tr>
<td>Muzellec &amp; Lambkin (2007)</td>
<td>‘Does Diageo make your Guinness taste better?’</td>
<td>An analysis of the effect of changing a reputable brand name (Guinness) for a new, untested name (Diageo) and the subsequent effect on consumers’ perceptions of the product and the corporation.</td>
</tr>
</tbody>
</table>

Source: Developed for this research

The case studies described above confirm that qualitative research methodology, including case study methodology and methods, have been widely used for a diverse range of branding and rebranding issues. Indeed, case study methodology has been described as ‘intellectual gold’ (Jensen & Rodgers 2001). Further, Perry (1998, p. 801) strongly supports the use of case studies for PhD research, commenting that ‘the case study methodology is a rigorous, coherent one based on justified philosophical positions. It is appropriate for postgraduate researchers, whether they plan to have an academic career or a career outside of academia.

Therefore, the case study method has been used for this thesis research. Additionally, the case study method is particularly suited for small populations of interest, compared to the larger sample sizes required for quantitative research (Yin 2009a). As this rebranding research took
place within ‘real life’ organisations, and is a contemporary phenomenon, it is evident that the case study methodology was appropriate for this research.

3.2.3 Justification for Multiple Case Study Method

Both advocates and critics of case studies agree that individual case study through its very nature of focusing on a single entity makes findings difficult to generalise, meaning that it lacks scientific rigour (Noor 2008). Therefore, to be able to generalise, the researcher must be able to make comparisons across entities (Jensen & Rodgers 2001). Multiple case studies are more robust than single-case designs, because the latter approach allows comparisons to be made, especially in diverse settings (Stake 1995; Yin 1994). These comparisons help the researcher to obtain a more comprehensive understanding of the phenomena studied (Wahyuni 2012).

However, Stake (2006) cautions that the number of cases is crucial: benefits may be limited if there are fewer than four cases or more than 15 because the researcher could be overwhelmed by the data. Ultimately, selecting the cases must be done in such a way as to maximise what can be learned in the period available for study (Stake 2006). However, despite the constraints of postgraduate research, Perry (1998) recommends the use of several case studies to allow for richer theory building. Although Eisenhardt (1989) suggest four to ten cases, Kasanen, Lukha and Siitonen (1993) recommend the use of small samples in field and case studies to gain a deeper and more comprehensive understanding than would be possible through larger samples. The rail organisations to be studied therefore represent an ideal compromise providing multiple case studies, whilst being small enough in number (four) to derive rich and deep data.

Figure 3.1 identifies the stages involved in the multiple case study method. These are comprised of 3 main stages: define and design; prepare, collect and analyse; and analyse and conclude. The preparation and collection phase, where the actual research is undertaken relates to compiling. The writing of case reports corresponds to disassembling and reassembling, whilst the conclusion phase relates to interpreting and concluding.
Research designs are logical blueprints (Yin 2010). Yin (2010) suggests that case study design may be ‘recursive’ and thus needs to be revisited as the data collection and data analysis unfolds as well as having flexibility to be altered if required. The following sections describe the research design in more detail and explains how flexibility has been incorporated.

In conclusion, case study is an appropriate and accepted research method for branding and rebranding research. The multiple case study method is more robust than the single case approach allowing comparisons across entities providing the ability to generalise findings. Accordingly, this research into Australian rail rebranding analyses multiple ARO cases. Specifically, four cases have been identified that are appropriate for this research as detailed in the next section.
3.2 Case Study Organisations

Based on Jensen and Rodgers (2001) typology of case studies, multiple case studies in the Australian rail industry have been selected to assist with cross unit comparison. Such purposive sampling involved the deliberate choice of unique cases that promised to be especially informative (Neuman 2000, p. 198). Purposive sampling is generally preferred to convenience sampling, snowball sampling, or random sampling in most qualitative case study research, as it will usually yield the most important issues relevant to the research (Boeije 2009; Yin 2010). Purposive sampling is particularly relevant in qualitative research that has been previously informed by existing knowledge (a priori) through which the research questions have been based (Miles & Huberman 1994). Therefore, purposive sampling has been used in this thesis research to identify the case studies.

The Australian Rail organisations identified below fit the criterion for case studies that they should be ‘especially informative’ in the sense that they are organisations that have undertaken either evolutionary, or revolutionary rebranding. Following an analysis of the industry structure, and conversations with senior management of Co-operative Research Centre for Rail Innovation (CRC) regarding rail organisations that are readily accessible for research, four rail organisations were selected. These are all organisations that represent ‘information rich’ cases that align to the criteria contained in the research questions (Bloor & Wood 2006).

Specifically, two public sector organisations and two privatised organisations were selected: Aurizon; Sydney Trains (formerly City Rail/Rail Corporation NSW); V/Line; and Metro Trains Melbourne (MTM). These corporations provide an excellent representative sample of rail organisations that have engaged in rebranding across several the branding domains mentioned heretofore.

It was considered that these organisations would deliver several diverse variables to provide a deeper insight into Australian rail rebranding, as illustrated in Table 3.7:
Table 3.7: Overview – Rail Organisations Selected for Case Study

<table>
<thead>
<tr>
<th>ARO</th>
<th>Ownership</th>
<th>Rail Services</th>
<th>Size (% of Australian Market Share)</th>
<th>Place Hierarchy</th>
<th>Rebranding (Evolutionary/Revolutionary)</th>
<th>Rebranding Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Privatised</td>
<td>Freight</td>
<td>44.8% of rail freight</td>
<td>State, Regional and National</td>
<td>Revolutionary</td>
<td>December 2012</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Government</td>
<td>Passenger</td>
<td>Part of former Rail Corp (City Rail) – 36.9%</td>
<td>Regional – Suburban</td>
<td>Revolutionary (Brand Stimuli and Corporate Branding)</td>
<td>July 1 2013</td>
</tr>
<tr>
<td>V/Line</td>
<td>Government</td>
<td>Passenger</td>
<td>Part of Public Transport Vic 26.9%</td>
<td>Regional</td>
<td>Evolutionary</td>
<td>Aug 1983 – Ongoing</td>
</tr>
<tr>
<td>Metro Trains Melbourne</td>
<td>Privatised (Joint Venture)</td>
<td>Passenger</td>
<td>Part of Public Transport Vic 26.9%</td>
<td>Suburban</td>
<td>Revolutionary</td>
<td>November 2009</td>
</tr>
</tbody>
</table>

Source: Developed for this research

These organisations provide an appropriate cross-section for providing insights into rail rebranding in the Australian context. They comprise a mix of government and privately owned operations, are representative of different Australian states, have dominant market share in their respective sectors and provide recent examples of rebranding in Australian rail. The organisations are described in turn as follows.

### 3.2.1 Aurizon

Aurizon, formerly QR National, is a publicly listed rail freight company in Australia. Following the *Renewing Queensland Plan* in June 2009, the Queensland Government separated rail core passenger service activities from commercial freight activities. Thus, QR Limited separated passenger rail into Queensland Rail and freight rail into QR National. Consequently, its assets were transferred to a new company, QR National Limited in July 2010 in preparation for floating on the Australian Securities Exchange in November 2010 (Ledovskikh 2016).
QR National logo and livery was changed following privatisation in 2010, and subsequently rebranded to Aurizon in December 2012 as depicted in Figure 3.2:

![QR National Logo](image1)

![Aurizon Logo](image2)

**Figure 3.2: QR National – Aurizon ‘Revolutionary’ Rebranding**

Source: Wikiwand (2016a)

The rebranding of QR National and Aurizon is thus a good example of ‘revolutionary’ rebranding characterised by a name change and modified marketing aesthetics (logo design, colour and new train livery) (Muzellec & Lambkin 2006).

### 3.2.2 Sydney Trains

This case study examined the July 1, 2013 rebranding of City Rail (Rail Corp) to Sydney Trains. In May 2012, the NSW Minister for Transport Gladys Berejiklian announced an initiative to ‘fix the trains’, centred on the breakup of RailCorp and the creation of two new specialist organisations. The minister vowed to provide NSW residents a world-class rail system focused on customers rather than the bureaucracy (Berejiklian 2012).

In May 2013, Berejiklian had announced the abolition of RailCorp’s ‘CityRail’ and ‘Country Link’ operations in their current forms. CityRail was split into two, with the Sydney services becoming Sydney Trains and the Intercity longer distance services (e.g. Newcastle and Wollongong) joining CountryLink in NSW Train Link. Sydney Trains is the new
Government of New South Wales agency with responsibility for the operation of metropolitan Sydney passenger rail services that were operated by City Rail.

Part of the new ‘fixing the trains’ initiative entails a revolutionary rebrand (Muzellec & Lambkin 2006). The rebranding called ‘The Hop’ is part of an overarching integrated transport brand encompassing Sydney Trains, Buses, Ferries and Light Rail, each identifiable via a separate colour scheme as depicted in Figure 3.3:

![City Rail – Sydney Trains ‘Revolutionary’ Branding](image)

**Figure 3.3: City Rail – Sydney Trains ‘Revolutionary’ Branding**

Source: New (2013)

Berejiklian stated, ‘Unlike other global cities like London and Paris, we have never had one integrated and recognisable brand for transport. When you go to London and see the round symbol you know there is public transport nearby, whether it is the underground or a bus or other mode – it’s an integrated system that works well’ (NSW Government 2013, p. 1). In addition to the new brand name, the NSW Minister for Transport also revealed new uniforms for Sydney Trains employees, shown in Figure 3.4.
The new Sydney Trains and ‘the Hop’ brand is therefore a revolutionary brand with revolutionary rebranding elements in both brand stimuli (marketing aesthetics) as well revolutionary Corporate Branding elements (Muzellec & Lambkin 2006). Additionally, according to Farquhar (1989) one of the benefits of brand equity is to create corporate resiliency to endure crisis situations. An investigation of Sydney Train’s revolutionary branding and whether the new brand will help Sydney Trains overcome the CityRail (RailCorp) crises, whether former negative perceptions have been replaced with new and stronger associations was, therefore, considered to be significant interest.

### 3.2.3 V/Line

V/Line Corporation is a Victorian State Government statutory body and is the largest provider of passenger rail and coach services to regional Victoria (Magner 2016). On 1 October 2003, a new franchise agreement came into effect between V/Line and the Director of Public Transport to operate regional rail and rail-replacement coach services throughout Victoria. V/Line is therefore ultimately government-owned (Magner 2016).

V/Line was rebranded from Victorian Railways (VicRail) in 1983. The original orange and grey livery was subsequently changed to a maroon and blue passenger livery. At privatisation
in 1999, the freight operations were sold to Freight Australia and the passenger operations continued as V/line. The private operator handed back the franchise to the government in 2002 and the government has run V/line ever since. V/line is a good example of ‘evolutionary’ rebranding due to the numerous incremental changes used on passenger rolling stock. Examples of V/Line Corporation’s evolutionary branding are shown in Figure 3.5:

![V/Line Corporation ‘Evolutionary’ Rebranding](image)

**Figure 3.5: V/Line Corporation ‘Evolutionary’ Rebranding**

Source: Wikiwand (2016b)

### 3.2.4 Metro Trains Melbourne

The fourth case study focused on Metro Trains Melbourne (MTM), which replaced the previous operator Connex Melbourne on 30 November 2009, after being appointed an eight-year contract with a seven-year extension option by the State Government of Victoria. MTM ownership is somewhat unusual in the Australian Rail scene as it is a private consortium comprised of a joint venture between Hong Kong based MTR Corp (60%), John Holland (20%) and United Group Limited (20%). MTR Corporation is majority owned by the Hong Kong Government and operates the Hong Kong rail network (Magner 2016).

MTM took over operating Melbourne’s metropolitan rail network on 1 December 2009 and has an eight-year concession that will expire in 2017 (Magner 2016). The rebranding exercise was estimated to cost $25 million, and as it includes a complete name change, is evidently ‘revolutionary’ rebranding (Muzellec & Lambkin 2006), with the refitted logos depicted in Figure 3.6:

![Connex Rebranding to MTM: The New Logo](image)

**Figure 3.6: Connex Rebranding to MTM: The New Logo**

Source: New (2009)
3.3 Data Collection

Section 3.3 identifies important issues pertaining to data collection methods and outlines the methods that were used for data collection for this multiple case study of Australian rail organisations.

3.3.1 Multiple Sources of Evidence

Yin (2009a) identifies that the case study methodology is reliant on acquiring multiple sources of evidence as well as the need to triangulate this evidence. Additionally, data collection and analysis can benefit from the prior development of theoretical propositions. Primary research methods associated with qualitative research include:

i) ethnography/participant observation ii) individual interviews iii) focus groups iv) discourse and conversation analysis and v) collection and analysis of documents (Bryman & Bell 2011). To ascertain an in-depth view of an organization or situation examined within a case study, (Yin 2010) recommends that multiple information sources are examined. Additionally, multiple instruments should be used for data collection for including observation, interview, collateral materials and corporate documents.

Table 3.8 summarises the six major sources of qualitative evidence that may be collected within a case study as identified by Yin (2010), and compares their relative strengths and weaknesses. Yin (1994) further suggests that no single source has a complete advantage over all the others and that the various sources are highly complementary. Therefore, a good case study will use as many sources as possible.

It is recommended that during the data collection phase, at least three different means of verifying or corroborating a particular event are adopted to provide triangulation. Corroboration from multiple sources assists to strengthen the validity of a study. Ideally during the data collection phase, in addition using triangulation to seek confirmation of an event from three sources, the researcher would obtain information from three different kinds of sources (Yin 2010). Using multiple data collection sources creates a more ‘convincing and accurate’ case study (Yin 1994, p.79).
### Table 3.8: Six Major Sources of Qualitative Evidence

<table>
<thead>
<tr>
<th>Source of Evidence</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| Documentation      | . stable–can be reviewed repeatedly  
. unobtrusive–not created as a result of the case study  
. exact-contains exact names, references, and details of an event  
. broad coverage-long span of time, many events, and many settings | . retrievability-can be low  
. biased selectivity, if collection is incomplete  
. reporting bias-reflects (unknown) bias of author  
. access-may be deliberately blocked |
| Archival Records   | . (same as for documentation)  
. precise and quantitative | . (same as for documentation)  
. accessibility due to privacy reasons |
| Interviews         | . targeted-focuses directly on case study topic  
. insightful-provides perceived casual inferences | . bias due to poorly constructed questions  
. response bias  
. inaccuracies due to poor recall  
. reflexivity-interviewee gives what interviewer wants to hear |
| Direct Observations| . reality-covers events in real time  
. contextual-covers context of event | . time consuming  
. selectivity-unless broad coverage  
. reflexivity-event may proceed differently because it is being observed  
. cost-hours needed by human observers |
| Participant Observations | . (same as for direct observations)  
. insightful into interpersonal behaviour and motives | . (same as above for direct observations)  
. bias due to investigator’s manipulation of events |
| Physical Artefacts | . insightful into cultural features  
. insightful into technical Operations | . selectivity  
. availability |

Source: Adapted from (Yin 1994, p. 80)
3.3.2 Sources of Evidence for Triangulation for This Research

This research has therefore used multiple primary and secondary sources of evidence to provide triangulation of data pertaining to rebranding catalysts, history, processes and outcomes and access rich, qualitative data. The primary data source was purposive, individual semi-structured interviews with senior rail industry executives.

Corporate documentation, and corporate annual reports were collected and analysed as well as newspaper articles, corporate web sites and media reports. Additionally, physical artefacts were investigated, including pre-and post-rebranding elements of the ‘marketing aesthetics’, such as names, logo, slogans, and train livery. These sources of data are depicted in Figure 3.7:

![Diagram of Sources of Evidence](Figure 3.7: Sources of Evidence for This Research)

Source: (Yin 1994)

The four sources of evidence identified represents a greater number of sources than the three different sources recommended by Yin (2010), which ensures a more ‘convincing and
accurate’ case study (Yin 1994). The identification / collection of these multiple data sources is explained below:

3.3.2.1 Documentation – company documents and media reports
Yin (2010) recommends that prior to important interviews, a researcher may wish to review documents pertinent to the field situation. Reviewing documents provides useful context and details such as the spelling of names, titles, and organisations, correlating specific dates to events, and identifying specific language used in mottos, slogans, mission statements, and other communications.

Consequently, obtaining relevant documents pertaining to ARO rebranding was included in the research methods. General rail news, rail industry reports and previous studies pertaining to Australian rail were sourced. Further, media reports in the general public domain as well as government news websites were reviewed to identify general issues surrounding Australian rail. More specifically, key corporate documents were examined for each organisation including corporate annual reports, HR reports and induction materials, employee internal newsletters and media reports on ARO corporate websites to obtain more precise knowledge of the rebranding history and issues surrounding the individual corporations that are the subject of this study. Data from these sources helped to prepare for interviews and together with the literature review, provided valuable context for identifying a priori themes relevant to the research questions.

3.3.2.2 Documentation – archival sources
The researcher attempted to attain specific corporate documents pertaining to the rebranding process from each corporation. The primary archival records sought were internal records of the way Australian Rail Corporations measure changes in customer engagement. Of interest was whether Rail organisations had created and maintained records that measure changes to consumers’ perceptions of the organisation. This is particularly pertinent to address RQ 5: ‘How is a) Financial brand equity and b) Customer based brand equity captured by AROs and how is it measured to evaluate rebranding success?’ However, in general, corporations pointed to generic, publicly available customer satisfaction surveys. One of the corporations studied provided some documentation in relation to the actual external communication rebranding process, but the others felt that this internal communication was ‘commercial in confidence’, and further cited organisational policies and privacy legislation. Therefore, extensive archival documentation that could indisputably ascertain the degree of brand equity
measures was not provided. However, the processes (or lack of them) were referred to by several interviewees, and one corporation showed the researcher several corporate documents to highlight key points, making it clear that the documents were not to be replicated or removed from the site.

3.3.2.3 Documentation – physical artefacts

Physical or cultural artefacts may include technological devices, tools, a work of art and other physical evidence (Yin 2009b). Although physical artefacts are not relevant for many kinds of case studies, it is important in the rebranding context. Specifically, the visual impact of rebranding may be communicated through changes to slogans and associated promotional messages, logos and train livery (train wrapping).

Therefore, physical artefacts in the form of marketing aesthetics that included name changes, logo and livery changes were identified and illustrated in Section 3.3. Identification and discussion of these branding changes are important as they underpin a fundamental approach to rebranding, as to whether the branding has been evolutionary or revolutionary (Muzellec & Lambkin 2007).

3.3.2.4 Semi-structured interviews

Bryman and Bell (2011) categorise interview processes into three models: structured interview, semi-structured interview, and unstructured interview.

The structured interview or standardisation interview is most commonly used in survey research (Yin 2010). This method minimises differences between interviews through using standardised, scripted questions and the same process when interviewing participants. Additionally, structured interview questions are typically closed ended questions designed to elicit constrained, direct answers. During the structured interview process, the interaction between an interviewer and a participant is carefully scripted by means of the use of a formal questionnaire providing standardised questions. The interviewer’s behaviour and demeanour is kept consistent during interviews with every participant.

Semi-structured interviews are more typically used in qualitative research, with the researcher’s list of questions serving as an ‘interview guide’. This approach provides interviewees the opportunity to provide flexible answers whilst the researcher has the option of mixing the sequence of questions as the context dictates.
Semi-structured interviews have become the overwhelmingly dominant mode of interviewing used in qualitative research, because they directly solicit the perspectives of the people who are subjects in the study (Saldaña 2011). This is consistent with the principles of case studies where the researcher gathers primary data through direct contact with organisational members (Parker 2003).

Interviews are a data collection method often used in case studies (Kvale & Brinkmann 2009). Additionally, the semi-structured interview process is most favoured by qualitative researchers, particularly on account of their the flexibility (Barbour 2008). A semi-structured interview seeks to collect descriptions of the interviewees lived experience of the world, so that the meaning of the studies phenomenon can be interpreted (Kvale & Brinkmann 2009). The quintessential rationale for using semi-structured interviews as the primary research method for this research is that ‘one-to-one semi structured interviews are possibly the most commonly used qualitative method and have become almost the ‘gold standard’ approach against which other data are frequently compared and found wanting’ (Barbour 2008, p. 128). The primary data collection method for this research, then, was semi-structured interviews designed to obtain their experience of the rail rebranding phenomenon in their respective organisations.

3.3.2.5 The sampling frame – individuals chosen for in-depth interviews
As the principal intent of the research was to gain insight into the strategic decisions, goals and processes of rebranding in Australia rail, it was determined that the principal informants needed to be at a senior level in the organisation, and either part of, privy to, or cognisant of the strategic rebranding drivers and processes. A major consideration was securing access to individuals in senior management roles to be able to elicit the richest data possible (Yin 2009a). In fact, unless senior people with primary insight were accessed, it would have been difficult to understand the ‘temporal and contextual frames’ of organisational players and thus much research would remain in the realm of speculative conjecture (Bechara & van de Ven 2011). Therefore, purposive sampling was employed as a strategy to identify high level informants.

The names of personnel in key roles were identified, and then the rail organisations were approached to determine whether they were willing to be interviewed. The actual process of gaining access to these senior personnel, however, was far more difficult and convoluted than the researcher had anticipated. The researcher had assumed that, as this research was being
undertaken as part of the Cooperative Research Centre for Rail Innovation (CRC), a list of senior personnel who were interested and available for the rail research would be immediately available. In reality, although CRC provided a short list of key contacts, it took a significant degree of persistent and tenacious follow through with regular phone calls and emails over a six-month period before access to one of the key organisations was obtained. Once this initial breach had been obtained, access to appropriate participants in the other organisations was somewhat easier, but still required significant persistence. Kvale and Brinkmann (2009, p. 147) state that ‘elite’ interviews are interviews with ‘persons who are leaders or experts in a community; who are usually in powerful positions’, which aptly describes the calibre of the interviewee participants sought. The authors go on to advise that gaining access to ‘elite’ interviewees are a key problem in qualitative research.

Some of the organisations were concerned about the terms of their franchise agreements, or their organisational relationship with the overarching government authority responsible for rail in their state, and requested that the proposed research was discussed with authorised representatives from these government agencies before they agreed to grant access for an interview. An executive at Australasian Rail Association (ARA) was helpful in providing some key contact names, and in providing some advance email introductions to help facilitate access to some of these high-level executives.

Indeed, during this phase, the researcher gained firsthand insight into the admonition provided by Lowry, Lofland and Lofland (1995) that access to participants needs to be negotiated at every level, and approval from higher authorities does not automatically ensure access to individuals, with individual cooperation needing to be renegotiated. Thus, although the choice of case studies and initial process of identifying individuals to interview commenced with purposive sampling, ultimately gaining access to key individuals also required snowball sampling, which has been described as ‘one of the few ways of gaining access to some hard to reach groups’ (Barbour 2008, p. 75).

However, through dogged persistence, in addition to senior executives at the rail organisations subject to this case study being interviewed, access was also gained to executives at Transport for New South Wales (TfNSW) and Public Transport Victoria (PTV). Additionally, an interview was held with a senior executive at the peak industry body for Australian rail, The Australasian Railway Association (ARA). Table 3.9 provides a summary of the organisations that interview participants represented:
Table 3.9: Organisations of Interviewees

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Privatised rail freight</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>NSW Government owned passenger rail</td>
</tr>
<tr>
<td>V/Line</td>
<td>VIC Government owned passenger rail</td>
</tr>
<tr>
<td>Metro Trains Melbourne (MTM)</td>
<td>VIC Government franchised (to private consortium) passenger rail</td>
</tr>
<tr>
<td>Transport for NSW (TfNSW)</td>
<td>TfNSW is a statutory authority of the New South Wales government created on 1 November 2011 to manage the transport services in the state of New South Wales</td>
</tr>
<tr>
<td>Public Transport Victoria (PTV)</td>
<td>PTV is a statutory authority that manages Victoria’s train, tram and bus services.</td>
</tr>
<tr>
<td>The Australasian Railway Association (ARA)</td>
<td>ARA is the peak body representing all passenger, freight, track operators and the wider rail supply industry in Australia and New Zealand.</td>
</tr>
</tbody>
</table>

Source: Developed for this research

In total, 15 participants agreed to interviews, signed informed consent forms and were subsequently interviewed. Although it may have been beneficial to this research to specify the organisational roles of each interviewee, several requested that, as the rail industry in Australia is a very small place, their information be kept as anonymous as possible. Further, some interviewees from government organisations were very hard to access and appeared to be quite reticent to provide any insight into the Australian rail rebranding processes that had not already been published in publicly available documents. As stated by Boeije (2009, p. 49) ‘research is often problematic when it impinges on political alignments, and refers to the vested interests of ‘powerful persons or institutions’’. Therefore, the participant’s roles have been referred to in a generic manner only in this study.

Further, in keeping with protocols of confidentiality and anonymity, participant’s names and other identifying data have been deliberately omitted from Table 3.9 (Endacott 2004). To further assist with anonymity, participant’s real names have been substituted for pseudonyms.
where participant quotations are included in this thesis, and in Chapter 4 (Presentation of Findings – Within Case Analysis) (Gibbs 2007).

Valid forms of triangulation include interviewing more than one person in case organisations, or where this is not possible to interview relevant consultants, government advisers and industry association representatives (Perry 1998). Accordingly, this research has followed the parameters of interviewing more than one person in case organisations where possible, as well as government advisers and industry association representatives.

Given the complexities of potential changes to logo design and marketing aesthetics in corporate brands discussed in Chapter 2, and the multifarious associations that could arise (Baker & Balmer 1997) the researcher had intended to also interview the branding consultants that were instrumental in creating these changes to identify the rationale and process that underpinned the visual rebranding dynamics. However, some rail organisations stated that the individuals in various branding organisations had long moved on, and most rail organisations and government representatives requested that these conversations did not take place as they were concerned over ‘commercial in confidence’ breaches that may be published. Naturally the researcher acceded to their wishes and did not pursue this line of enquiry.

3.3.2.6 Semi-structured interview – physical / remote access process
Fourteen interviews were conducted with fifteen participants. Seven participants were male and eight were female. Eleven of these participants were appointed at mid-to-senior management level in the branding, marketing and human resource departments of the AROs (primarily they were department heads in each organisation). Additionally, four participants were employed in government transport departments that had direct influence over, and responsibility for, these AROs, or in peak rail industry organisations.

Given the tight schedules of these senior executives, negotiations of time and place were sometimes challenging, with one interviewee changing the proposed time every month for six months until a clear calendar date was committed to.

The first interviews were held at Aurizon’s headquarters in Brisbane, which was approximately a one-hour drive from the researcher’s abode. Interviews were held in conference rooms that had been subtly colour-coded in concert with Aurizon’s livery colours.
Given the fact that the case studies were distributed across 3 Australian states, the researcher had the notion to conduct the next interview with a participant based in Melbourne via an electronic medium. The medium chosen was Microsoft Lync, principally because it was supported by Southern Cross University (SCU) and appeared to be a user-friendly program for potential interview participants, as the link could be accessed through a user’s browser, without needing to download the entire program. The rationale for using an electronic medium was to reduce research expenses, traveling times and potential inconvenience to participants. Further, participants had been informed of the potential availability of this interview medium in the participant information sheet.

The experience however was that although the Melbourne-based participant agreed to an interview in this manner, the firewall in her organisation kept blocking transmission. Given the continuing disconnect, initial contact had to commence via mobile phones. SCU IT staff were immediately contacted, however unfortunately could not provide assistance. The interviewee then very graciously offered to connect via her own mobile network and connection was made in this tenuous manner. Nevertheless, the interview was successful and the interview lasting 1 hour 27 minutes and 14 seconds was both audiotaped and videotaped.

Given the technical issues experienced during this interview and the complexities and long lead times required to obtain interviews with senior executives in the rail industry, the researcher decided it was prudent to conduct subsequent interviews face-to-face. Also, it was interesting that several interviewees requested face-to-face rather than virtual meetings so they could further question the researcher about the research aims and methods.

Thereafter, the researcher flew to Sydney and Melbourne to conduct subsequent interviews face to face at participants’ place of business (generally corporate headquarters), either in conference rooms, or in individual offices. The researcher perceived that having interviews at the participants’ regular workplace provided interviewees with a degree of familiarity and comfort that expedited their ease with the interview process.

A key observation at all these physical corporate headquarters was the high level of soft and evident security protocols that were in place to vet visitors and restrict access to the corporate offices. This included an intelligent self-directed elevator system in one corporate headquarters, where the elevator had no internal buttons and thus could only go to the nominated floor once the occupant was inside. One headquarters had a built-in Apple iPad system that automatically took a photo of the visitor as they signed in, automatically logged
the time and date and printed out a photo ID visitors badge to wear on site. Another corporate headquarters had several layers of security requiring vetting at the front door, sign in for a name badge at the reception / security counter, and a physical security escort to the required floor.

### 3.3.2.7 Semi-structured interview – interview process

The researcher, in the role of qualitative interviewer, adopted a conversational mode, whereby the manner and tempo of the interview process was adjusted depending on context and responses from the interviewee. Additionally, although an interview guide was followed, some questions were individualised to every participant in accordance with the evolving circumstances providing the opportunity for two-way interactions. The opportunity for two individuals to discuss a topic of mutual interest through the medium of qualitative interviews can be described as ‘a construction site of knowledge’ (Kvale 1996, p. 2). Certainly, this flexibility in the interview process allowed for deeper enquiry into unanticipated responses yielding rich and often surprising data. At the same time, as Saldaña (2011) states, researchers should conduct interviews with an attitude of courtesy and respect to develop working relationships within an atmosphere of comfort, security, and equity. This approach was therefore adopted by the researcher with all interviewees whilst undertaking this research.

As qualitative interviews are unscripted and allow for open questions, they are better able to elicit richer responses from participants than structured interviews. An additional benefit to semi structured interviews is that they may be used in a group interview situation. The participant’s ability to use their own words rather than predefined ones allows participants to reply from the context of their own experience and organically express their own understanding of experiences, meanings and cognitive processes. This ability to construct a complex social world from the perspective of participants is a primary objective of qualitative research. Consequently, a researcher must can intensively listen and faithfully transcribe the conversation. This requires the researcher to continually exude mental energy during the interview process (Yin 2010).

A qualitative researcher needs to set the scene and conversational boundaries, however is also required to be careful that they are not too directive in their line of questioning in case they introduce inherent bias. It is therefore suggested that researchers may wish to commence their conversations with grand tour questions. A grand tour question is one that establishes a broad
topic or context but does not present specific items of interest that may bias the conversation. After this broad conversation question, the researcher can ask progressively more nuanced questions. However, a researcher’s entire presentation including body language, expressions, words, tone of voice, general mannerisms and responses to the participant’s words or queries must remain neutral so that the researcher does not convey their own biases or preferences that subsequently influence the participant’s response (Yin 2010).

This approach was particularly pertinent to this research as it has been used previously in other rebranding research. Specifically, Lee (2013) identified that she initially used grand tour questions to ascertain rebranding drivers and rebranding processes including managing different stakeholder expectations, currency regarding the rebranding process, and planned future changes following rebranding. As she writes, ‘The questions resulted in rich descriptions of the challenges of managing the rebranding process successfully and provided the basis for some more direct follow-up questions’ (Lee 2013, p. 1129). A grand tour question was therefore incorporated into the interview process for the Australian rail rebranding research.

**Qualitative Interview Research Design**

Kvale and Brinkmann (2009) describe interviewing as a craft and emphasise the craftsmanship of qualitative interview research. Although interviewing may be simply a method, the necessity of the researcher being the main research instrument imbued with personal skills, sensitivity, knowledge and inherent respect, makes interviewing more of a craft than purely a method of obtaining data. Given the imperative of the qualitative researcher becoming the research instrument that engages with respondents it may be further argued that qualitative researchers using the interview process actively ‘generates’ data rather than simply passively ‘collecting’ data (Barbour & Barbour 2003).

In fact, although interviewing appears to be easy in the context of recording conversations, it is hard to do well. The research interview is a professional conversation where the interview may involve an exchange of views around themes of common interest, and where knowledge results from this inter exchange. To elicit this knowledge, the interviewer needs to control and direct the interview process (Kvale & Brinkmann 2009). They recommend that interviewers follow a systematic seven step progression to assist in controlling and directing the interview process as follows: i) Thematising ii) Designing iii) Interviewing iv) Transcribing v) Analysing vi) Verifying and vii) Reporting.
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**Thematising.** In this stage the why and what, or the purpose and conceptualisation of the research investigation should be clarified before interviewing commences. This requires that the researcher gains a theoretical and conceptual understanding of existing knowledge to understand in what areas new knowledge may be added. Once this ‘pre-knowledge’ of the research subject is understood, the researcher can formulate research questions based on the theoretical and conceptual underpinnings of the themes being investigated (Kvale & Brinkmann 2009). Thus, the process of gaining the requisite theoretical and conceptual understanding of existing knowledge in the field of branding and rebranding was undertaken by the researcher. Based on this pre-knowledge, the research questions were used guide the direction of the semi-structured interviews:

**Designing.** The design of the study to be undertaken should be focused on the actual knowledge sought and with regard to the moral implications of the study (Kvale & Brinkmann 2009).

In relation to the later requirement, the researcher took care to fulfil all the ethical requirements prescribed by Southern Cross University for a research study of this nature as discussed in Section 3.8.

The first requirement of the designing stage prescribed by Kvale and Brinkmann (2009), i.e. designing the research to be focused on the actual knowledge sought, is discussed below:

Section 3.2 discussed the method and rationale of sampling and identified four organisations that formed the basis of the case study research. In summary, this was the use of purposive sampling to select unique cases as recommended by Neuman (2000). The Australian Rail organisations identified as unique rebranding cases using purposive sampling were: V/Line, Melbourne Trains Metro, Aurizon, and Sydney Trains.

These organisations are particularly appropriate for this research as they have engaged in recent rail rebranding strategies, have dominant market shares in several different Australian states, and are comprised of both government and privately owned operations.

The process of identifying and gaining access to participants has been discussed in Section 3.3.2.4 The Sampling Frame – Individuals chosen for in-depth interviews.

As discussed, 15 participants were accessed, including representatives from each Australian rail organisation identified for this study, as well as representatives from tNSW, PTV and the
ARA. Specifically, all interviewees were senior managers, including marketing and branding specialists who have been associated with, were cognisant of, or were affected by the rebranding strategy. The scope of 15 interviewees (conducted over 14 interviews) is consistent with the 10 to 15 interviews recommended by Kvale and Brinkmann (2009) as an ideal number to manage copious qualitative data while achieving data saturation. Additionally, the researcher was cognisant of Richards’ (2014) advice that well-designed qualitative projects are usually smaller, with deeper meaning best discovered through well-designed technique applied to smaller samples.

Interviewing. The literature recommends that qualitative interviews use an ‘interview guide’ that outlines the main topics the researcher would like to cover, but is flexible regarding the phrasing of questions and the order in which they are asked. This allows the participant to lead the interaction in unanticipated directions. In fact, King and Horrocks (2010) suggest that qualitative interviewers are at liberty to change the interview guide over the course of the research with insights gained during the first few interviews informing subsequent ones. Further, it is recommended that the interview questions are developed with separate interview questions directly based on the overarching research problem and identified research questions. (Rubin & Rubin 2011) An ‘interview guide’ designed to elicit information that broadly corresponds to the research questions was therefore developed (see Appendix 4).

It is also recommended that prior to undertaking interviews with participants, the researcher holds a trial interview with colleagues so that the research interview questions and interview process can be fine-tuned (Rubin & Rubin 2011). Therefore, the researcher sought advice from his supervisors and held a mock interview with a colleague to fine tune the research instruments and processes before venturing into the field to conduct semi-structured interviews. Once the interview process and interview / research instruments appeared to be robust, they were submitted to Southern Cross University Research Division (along with the proposed participant information sheet and informed consent form) for ethics clearance.

Whilst allowing interviewees the opportunity to direct the course of the conversation so that unanticipated new themes could arise, the researcher also prepared and included probes so that deeper, richer information could be elicited from some interviewee responses (Rubin & Rubin 2011). Some of these probes, however, arose ‘unscripted’ in response to ‘situational cues’, including interviewees’ body language, tone of voice and unexpected remarks that
indicated they had more, new or deeper information to add to a specific topic, or new topic area. This is a justifiable approach, as a good interviewer, in the words of Kvale and Brinkmann (2009, p.139),

... is likewise immersed in the concrete situation and is sensitive and attentive to situational cues that will allow him or her to go on with the interview in a fruitful way that will help answer the research question, instead of focusing all attention on the interview guide, on the methodological rule of interviewing, or on what question to pose next.

It is recommended that a research information package is emailed to interviewees either prior to, or in the introductory meeting. Further, interviewees should be provided with a consent form to be signed by both the interviewee and the researcher (Wahyuni 2012). Therefore, prior to the interviews, prospective participants were given an information sheet and consent form (Endacott 2004; Flick 2008).

The first document sent was entitled, ‘Participant Information Sheet’ which provided an invitation to participate in the research study; a project description; purpose of the project and anticipated benefits to Australian Rail Organisations; the voluntary nature of participation in the study; what participation would require in terms of time and a broad overview of the type of information that would be sought; the benefits in participation; information privacy, anonymity and confidentiality measures and details of the ethics approval for the study (Endacott 2004). A copy of the ‘Participant Information Sheet’ is in Appendix 1. The second document was the consent form that included protocol and information as required by the ethics committee (refer Appendix 2). Both documents were emailed either to personal secretaries acting on behalf of the interviewee, or directly to the interviewee.

In accordance with the requirements of the ethics approval, interviews were not conducted until a signed ‘informed consent’ form had been received from the participant. In most cases these forms had been signed and sent back to the interviewer, however in several cases the form was signed in front of the interviewer immediately prior to the interview. The actual interview process generally followed the format illustrated within Appendix 3 ‘case study protocol’.

Although the researcher had relatively little experience in the qualitative interview research process prior to the interview process, he has considerable experience in mid to senior management roles both in private enterprise and government organisations and thus has some understanding of diverse corporate cultures. As the interviewer had experience in presenting
to senior management and board of directors, and being part of management meetings for several years, he was generally comfortable interviewing senior managers in rail organisations. That experience made it relatively easy to embrace the qualities of good data collection during the research process as follows: the researcher will be mindful of: 1. Being a good listener 2. Being inquisitive 3. Being sensitive in managing others’ time—and yours 4. Distinguishing between first hand, second hand, and third hand evidence and triangulating evidence from multiple sources (Yin 2010, pp. 152-3).

Nonetheless, elements of the interview process were a challenging experience for the researcher. This was in no small way due to the fact that an essential part of professional interviewing requires developing active listening with a level of concentration and focus greater than that required in everyday life. This requires supressing the normal instinct to talk rather than listen and to remain conscious of the process as well as the substance of the interview. This includes being aware of vital nonverbal cues of participants to guide with timing of the interview and further exploration to move the interview forward. Additionally, it is important that inherent bias is not introduced by ensuring that the interviewer does not reinforce what the participant says, either positively or negatively (Seidman 2012).

In relation to the mechanics of gathering and keeping the interview data, Yin (2010) recommends the use of audio or visual recording equipment as an invaluable aid to accurately record what has been said and in assisting to replicate field conditions. Recording has several benefits including: allowing the researcher to focus on the interview without reference to notes, no distortion of data through the note taking process, provides a guarantee of data quality and generates a pool of literal quotations that assist a researcher to show the relationship between the researchers’ findings and original interviewee responses (Boeije 2009). Thus, recording frees the interviewer to be present in the dynamics of the interview and concentrate undistractedly on the specific topic under discussion (Kvale & Brinkmann 2009). Therefore, a researcher should strive to gain participant’s permission to record each interview (Wahyuni 2012).

To facilitate this during the case study data collection process research, the researcher gained interviewee approval and tape recorded all interviews, for later full transcription via a professionally paid transcription service. Participant approval for the interview recording was included in the consent form signed by interviewees prior to the interview. Interviews were recorded with an Olympus WS-813 digital recorder. Given the rich, thick data gained from
interviewees the researcher was relieved that he followed Yin (2010) advice as effectively gathering the compounding themes arising from the interviews would have been most challenging and probably not feasible through note taking alone.

*Transcribing.* Participants were advised in the ‘participant information sheet’ (Appendix 1) that ‘a researcher will conduct a one-on-one interview with you which may take approximately 45 minutes to 90 minutes to complete’. Interviews varied in time from 48 to 199 minutes (with an average of 60.6 minutes), totalling 849 minutes (just over 14 hours) of recorded audio data yielding 149,462 words.

Given the fact that NVivo 10 has a function designed to allow a researcher to code directly from imported audio or video files, it was tempting not to transcribe the recordings at all, but to code directly from these recordings. Additionally, Barbour (2008) argues that a verbatim transcript is not essential and is not always fully data mined during analysis, and thus transcription of notes and indexed recordings may be adequate. Ultimately, however, the novice researcher thought it most prudent to be guided by the advice of other experienced researchers, such as the following (Gibbs 2007, p. 40):

> Coding is easiest using a transcript. It is possible to code directly from an audio or video recording or from rough field notes, but it is neither easy to do this nor is it easy to retrieve sections of recordings or notes that have been coded when you need them.

Further, accurate transcription is described as a critical data preparation activity, where the quality of such transcription will influence the quality of data analysis and subsequent researcher findings and claims (Forbat & Henderson 2003). Therefore, a professional transcription service provider was selected to accurately transcribe the recordings verbatim. The recordings were saved into a Windows Media Audio file (.WMA) format and uploaded to Pacific Solutions Pty Ltd who professionally transcribed the interviews. The transcription company was asked to transcribe the recordings verbatim from oral speech to written text. On receipt of the transcriptions the researcher then re-listened to the recordings and checked the audio against the textual transcriptions to further ensure accuracy.

These transcripts became the primary source material that was used for data analysis. As mentioned, pseudonyms were assigned to participants. Pseudonyms are recommended by Gibbs (2007) as being preferable to code numbers, asterisks or other devices to assist with readability. A separate excel spreadsheet has been retained by the researcher that provides
interviewee real names (along with interviewee profiles) next to the anonymised names for ease of cross referencing during data analysis and relating findings in this thesis.

**Analysis.** The methods by which interviews and interview transcripts were to be analysed was considered prior to conducting the interviews as recommended by Kvale and Brinkmann (2009) and are briefly discussed below:

The Data Analysis stage is described and discussed in detail in Section 3.7. The data analysis (primarily based on the transcripts described above), followed 5 stages comprised of compiling, disassembling, reassembling, interpreting and concluding as recommended by Yin (2010). Stages 2 to 4 of the five phases of analysing data were assisted using template analysis (Waring & Wainwright 2008).

Template analysis assisted with identifying themes and coherent categories from the interview transcripts and coding them for import into an appropriate computer software program. Termed ‘Computer Assisted Qualitative Data Analysis’ (CAQDAS), these programs perform as the title suggests, with NVivo 10 selected as the CAQDAS most suitable, readily available software to the researcher to assist with the data analysis component of this rail rebranding research. During data analysis, however, the researcher remained cognisant of the fact that whilst CAQDAS may be an excellent and reliable assistant, it cannot perform the analysis for the researcher who must ultimately rely on their own analytical acumen (Yin 2009a).

**Verifying.** Seidman (2012) believes that participants’ words are an embodiment of their consciousness and as such, paraphrasing their words rather than recording them could effectively change the essence of their meaning. Recording interviews provides researchers with the benefits of being able to return to source material to verify their accuracy as well as being able to demonstrate accountability if required by retrieving their original sources. Additionally, he identifies that recording the interview also provides benefits to the participants. Participants are reassured that their words will be faithfully and accurately recorded. Thus, as identified previously all interviews were recorded and then professionally and faithfully transcribed.

Additionally, to further verify data, Seidman (2012) recommends that participants are provided with a copy of the interview transcript for their review and endorsement. This would create respondent validation and assist triangulation (Gibbs 2007). Accordingly,
following each interview, the researcher offered interviewees the opportunity to receive a transcript for their review. However, all interviewees indicated that they were satisfied with the content of what had been discussed, and typically stated that they were far too busy to have the time to review a transcript.

Reporting. Yin (2009a) states that one of the most challenging aspects of case studies is the creation of a case study report. His general advice is to start the composition of case study portions early instead of waiting until the data analysis process has been completed. The multiple-case report may have multiple narratives that cover each case singly, as well as a separate chapter covering the cross-case analysis and associated results. Accordingly, the researcher has attempted to write the case study in the manner prescribed by Yin (2009a).

The primary audiences of this report are anticipated to be academic examiners of the thesis and CRC funders and associated bodies. Academic examiners may be most interested that the method has followed appropriate processes to ensure validity and reliability. CRC funders and associated bodies may be most interested in the research findings. The report has therefore attempted to comprehensively cover the methods used and identify the robustness of the processes, faithfully reproducing compelling interview quotations in the correct context. Additionally, the report has been written in a manner that has strived to attain readability and clearly highlight key results and findings as well as identified gaps for future research.

3.3.2.8 Case study protocol
Yin (2009a) identifies that having a case study protocol containing the procedures, general rules and the instrument to be used is recommended under all circumstances. Creating and following a protocol guides the investigator in the data collection process and increases the reliability of case study research. Therefore, the use of a case study protocol to organise data collection has become a commonly accepted prelude to systematic data collection when conducting case study research (Yin 2011).

Runeson and Höst (2009) identify that although the case study protocol encapsulates the case study design decisions and describes the planned field procedures, the protocol may continuously change as the document is updated if case study plans change during the research.

Essentially, the case study protocol should include the following:
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- An overview of the case study project including objectives, issues and relevant findings about the topic being investigated.

- Field procedures, including procedures governing access to case study sites.

- Case study questions, data collection forms and sources of information for answering each question

- A guide for the case study report including an outline of the report and references (Yin 2009a).

Accordingly, a case study protocol was devised, and the key elements are provided in Appendix 3.

3.4 Data Analysis

Qualitative research is complex and nuanced (Holloway & Todres 2003). Data analysis is a major component of qualitative research, and is, arguably, the most difficult part of the research process (Eisenhardt, 1989). It is defined by Bogdan and Bilken (1992, p. 153) as

... the process of systematically searching and arranging the interview transcripts, field notes and other materials that you accumulate to increase your own understanding of them and to enable you to present what you’ve discovered to others. Analysis involves working with data, organising them, breaking them into manageable units, synthesising them, searching for patterns, discovering what is important and what is to be learned, and deciding what you will tell others.

The aim of the analytic processes, then, is for researchers to turn copious data into insightful analysis (Liampputtong 2009).

To assist researchers to cope with the enormous amount of data that is often generated in the case study process, Richards (2014) recommends that researchers adopt a ‘within case analysis’ strategy where detailed case study write ups are created for each site. The within case analysis combined with a cross site comparison will identify themes, concepts and relationships between variables. Ongoing iteration between theory and data will identify a close fit between theory and data, providing the basis for an empirically valid theory to emerge. This is consistent with the process recommended by Yin (1994). Thus the data analysis for this rail rebranding research follows a within case analysis combined with a cross site comparison.
Demonstrating a clear chain of evidence in practice is dependent on careful explanation of data collection procedures, that may include reflection on the planned process compared to the actual process, and discussion of the procedures used in data analysis (Gibbert & Ruigrok 2010). An important step is therefore to demonstrate research process steps and to explicate how these processes were instrumental in changing observations into data and then results, findings, and finally insights (Gephart Jr 2004). Accordingly, the following is a discussion and explanation of the data process that was followed aligned to the ‘five phases of analysing qualitative data’ as recommended by Yin (2009a).

### 3.4.1 Five Phases of Qualitative Data Analysis

Given Robert Yin’s seminal works on the case study method (Yin 1994), his methods are both proven and trusted. Thus, Yin’s recommended methods of data analysis (Yin 1994, 2009, 2010) have been applied for this research. This method of analysing qualitative data is comprised of five phases, namely compiling, disassembling, reassembling, interpreting and concluding, illustrated in Figure 3.8 (Yin 2010).

The first phase of analysis, ‘compiling’, requires a careful and methodical organisation of the data into a robust database. ‘Disassembling’ the data from the database, may include a formal coding process, although this is not essential. ‘Reassembling’ relies on the researcher’s insight into the data to identify emerging themes and patterns. Creating data arrays may help to reveal such patterns in this third phase (Yin 2010). Additionally, a researcher is exhorted to go beyond a mere description of findings, with a reminder that good studies do not end with literal representation or rewording of findings. Rather, good research studies attempt to interpret the findings followed by conclusions from the entire study. The interpreting phase typically entails a revisiting of proceeding stages to make sense of the data patterns and provide a textual interpretation. Clear and decisive interpretation gives rise to a final, compelling ‘concluding’ phase, that provides unity for the entire study (Yin 2010).
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Figure 3.8: Linking Literature Review, Data Collection and Five Phases of Data Analysis

Source: Developed for this research
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The following sections describe these phases in more detail and reveal the researcher’s application of qualitative data analysis through each stage of the thesis data analysis journey.

3.4.1.1 Compiling

The first analytical phase was *compiling* the data into a database ensuring a methodologically robust process of organising data was followed. This included continuously reviewing field notes, recordings and transcripts. Having an organised database system allowed the researcher to sort through and readily retrieve information when needed.

Given the quantity and depth of gathered material, the researcher felt that the use of an appropriate computer software would be an exceptionally useful tool to assist with both organising and analysing data. Computer software programs specifically designed for this purpose have the generic title of Computer Assisted Qualitative Data Analysis (CAQDAS). It has been suggested that using CAQDAS requires researchers to be both more reflective and explicit regarding the analysis process (Bryman 1994; Veal 2005). There are a significant number of such programs available, however based on current primary research with other postgraduate students regarding the potential relevance and efficiency of the available programs in relation to this specific rail rebranding research, two programs were deemed to be particularly appropriate. These are NVivo and Leximancer.

NVivo was identified as the preferred option for two primary reasons: i) it allows for flexible manipulation of codes and ii) SCU licence is with NVivo, not Leximancer. Further justification for the use of this software is that NVivo enables a researcher to retain the richness of data, while at the same time being able to manage it (Bazeley & Richards 2000. NVivo 10 software was therefore chosen and installed on the researchers’ university computer. Following this the researcher undertook a two-day training program to ensure that the requisite familiarity was gained and that the associated wide functionality of the program could be utilised.

This section incorporates a discussion of the CAQDAS program (NVivo 10) used in this research to analyse the qualitative data and some of the procedures used to elicit key findings as recommended by Gibbert and Ruigrok (2010).

The first step during the compiling stage was to upload files – pertinent to answering the research questions – from the following sources into the chosen database system (NVivo 10):
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- **Key Organisational Documents** (e.g. annual reports)
- **Media Articles**
- **Rail Industry Reports**
- **Journal articles** (in PDF format)
- **Websites**
- **Ethics approval**
- **Interview Transcripts**
- **Interview Audio Files**

This information is held in the *sources* section of NVivo, typically imported via the *external data* tab which is then transferred to the *internals* compartment of NVivo.

NVivo can also import information from leading bibliographic databases such as Mendeley, Refworks, Zotero, and Endnote. The researcher thus imported several journal articles in a pdf format directly from EndNote for ready reference.

It became evident even before the disassembling phase that many existing codes may exist. The comprehensive literature review that informed the research questions and assisted in the creation of the interview guide, had revealed several key themes which could potentially be used as initial á priori codes (defined) even prior to analysing the transcripts. The literature affirmed this was valid in principle (Merrilees & Miller 2008). Additionally, Ritchie et al. (2013) recommend that before applying codes to text, a researcher should create key thematic ideas which may be derived from the literature review, key documents or an initial reading of transcripts. Crabtree & Miller (1992) identify that the use of a suitable template would assist a researcher to define the principal codes before analysing the data in depth.

Figure 3.9 provides a screen shot of the NVivo 10 internals component of this branding research:
A deeper review of the coding literature identified a framework that was consistent with the approach of using *a priori* codes, namely *Template Analysis*. Template Analysis assumes that the researcher is addressing real world problems and that the researcher has prior knowledge of the issues surrounding the research problem. Thus, Template Analysis typically commences with the establishment of ‘*a priori*’ codes to assist in guiding the analysis.
Template Analysis is described as a robust method of organising and assisting with analysis of rich unstructured qualitative data. Waring and Wainwright (2008) state that Template Analysis offers an analytical strategy for the interpretive process to ensure that the research is perceived as worthy and substantial. Template Analysis also offers a more flexible approach to some other analytical frameworks. The key difference is that rather than going through the entirety of data after collection, a template is first developed via a subset of the data (which could include literature review, or initial interview data).

Professor Nigel King states that template analysis is particularly appropriate for researchers wishing to undertake an experimental and phenomenological approach to organisational research (Symon & Cassell 2012). He identifies three features that may make this technique attractive to researchers: a flexible coding structure, a priori themes and the use of an initial template. Firstly, in contrast to prescriptive, structured coding, Template Analysis offers a flexible coding structure that does not specify how many levels of hierarchy need to be applied in coding, and a priori codes may be moved around within the structure. The researcher is encouraged to develop coding themes where the richest data relative to the research question is found. The template also provides the option to create coding themes at both a hierarchical and lateral level. Template Analysis is particularly pertinent for stages 2 to 4 of Yin’s (2010) five phases for analysing data (Yin 2010), disassembling, reassembling and interpreting data.

The literature review, and the rebranding models that informed the research questions and the theoretical framework were thus revisited to identify a priori themes. Additionally, the interview guide was revisited to identify themes that had been embedded therein. This is consistent with the assertion that ‘a priori codes often reflect the wording of a question in our interview schedules’ (Barbour 2008, p. 203). From this investigation, the researcher developed the following nine a priori codes:

- Rebranding Factors – driving forces to rebrand; Rebranding goals; Situation analysis; Name logo & livery analysis / formulation; Internal branding (planning & implementation); External stakeholder branding; Corporate culture – influence on rebranding & impact of rebranding; Rebranding implementation; and Rebranding evaluation – measuring the success of the rebranding.
In developing the a priori codes, the researcher was mindful that too many predefined codes may constrain analysis and prevent greater exploration, whilst too few codes may make it difficult to appropriately sort through a mass of rich and complex data (Waring & Wainwright 2008).

### 3.4.1.2 Disassembling

The second phase was disassembling data in the database. The disassembling phase has been described as an iterative process where a researcher continually revisits initial ideas regarding data disassembly and the actual data. This stage requires making a critical choice of whether to apply codes to selected words, phrases, or other portions of the data, or not (Yin 2010).

This process will result in some data not being coded, and other data being sorted and formally coded into themes or clusters of themes (Yin 2010). The importance of coding in qualitative research is highlighted by Charmaz (2006) who refers to coding as the ‘critical link’ between data collection and subsequent explanation of its meaning. Coding is also referred to as *the most important tool for qualitative analysis* (Boeije 2009, p. 94).

A code in qualitative research is defined by Saldaña (2012, p. 3) as

> ... most often a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/ or evocative attribute for a portion of language-based or visual data. The data can consist of interview transcripts, participant observation field notes, journals, documents, drawings, artefacts, photographs, video, Internet sites, e-mail correspondence, literature, and so on.

During the disassembling stage, coding was therefore applied as a means of identifying patterns, which were classified and later reorganised into emergent categories and themes for ongoing analysis, as recommended by Saldaña (2011).

The researcher established these codes in NVivo 10, which provides containers called nodes within which coded concepts can be organised and relevant information from transcripts or other documentation coded to. When the researcher had collated and compiled all the transcribed interviews into the NVivo database, he had the notion to attempt coding through the NVivo 10 experimental pattern-based auto coding feature. This feature was described as a mechanism that could speed up the coding process where textual content is sizable.

Essentially when the auto coding feature is activated, NVivo compares the existing nodes to
each text passage, seeking existing patterns, and where the content of the text passage is similar then the text passage is automatically coded to that node.

The researcher therefore went through the process of auto coding, which essentially involved applying paragraph styles to the transcription documents. As the transcribed interview documents already contained the interview questions that had been derived from the initial template a priori codes, it was a relatively easy exercise to reverse engineer the questions back to the codes and apply paragraph styles to them.

The researcher then applied the auto coding function as depicted in Figure 3.10:

![Auto Coding Function in NVivo 10](source: QSR International (2014))

This function is accessed in NVivo list view, via the analyse tab, in the coding group. When auto code is selected, an auto code wizard appears that guides the researcher through the requisite process. This pattern-based auto coding worked very well and did code the data to matching nodes as anticipated. After the initial elation at this considerable time saving functionality however, the researcher reflected on experienced qualitative researchers’ advice that CAQDAS should be viewed and used simply as a tool to compile, organise, retrieve and compare data, and not as a sentient being capable of independent analytical thought. As Gibbs (2007, p. 146) points out:

*Computers cannot do the interpreting for you. In the end, it is your responsibility, the human researcher, to come up with your interpretations, to develop analytical explanation and to underpin your overall analysis by appropriate theory.*

Therefore, the researcher reviewed the coded data at a finer grained level and it soon became obvious that the interviewee information included in the pattern matching was far too broad,
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and that there was a much deeper and richer pool of data available for coding than had been
covered in the a priori codes. This had been foreshadowed during the interview process when
the researcher became aware of interesting themes arising during the interview participant
responses. The researcher, therefore, went through the process of ‘undoing’ the auto coding.

As it was evident that themes were immersed in the data that would play a vitally important
role in describing the phenomenon being studied, the researcher reverted to a traditional
method of thematic analysis, which essentially entailed sifting and re-sifting the data (Rice &
Ezzy 1999). During the interview transcript and documentation reading, the researcher sought
to code information that provided ‘qualitative richness’ of the rebranding phenomenon
(Boyatzis 1998). Barbour (2008, p. 204) points out that this extension of coding beyond the a
priori themes is justifiable and, in fact, to be expected, as ‘it would be very surprising-indeed
rather worrying-if you are able to code a whole transcript…using only the codes produced in
your provisional coding frame without the need to develop further codes and/or
subcategories’.

During this process the researcher remained cognisant of Yin’s (2010) caution that
researchers have to be aware that they are in control of and are responsible for all the
necessary analytical thinking and should not use computer-assisted tools (such as NVivo) as a
crutch that negates the necessary human cognitive processes. A similar sentiment is echoed
by Stake (1995) who emphasises the fact that good thinking is as important as good methods.
Therefore, whilst CAQDAS facilitates interview coding, both the task and responsibility of
interpreting the data remains with the researcher (Kvale & Brinkmann 2009).

A most essential part of data analysis is the rigour that one brings to the analytical process.
To ensure rigour is maintained researchers should thoroughly check and recheck data
accuracy, undertaking as thorough and complete an analysis as possible and be continuously
aware of the possibility of imposing the researchers own values and unwanted biases when
analysing the data (Yin 2011).

Therefore, although the initial text analysis was guided by the a priori codes (Waring &
Wainwright 2008), the researcher was open to creating data beyond the a priori codes where
the data indicated this was justifiable, as recommended by Boeije (2009). During transcript
coding, the researcher attempted to be as meticulous and thorough as possible in checking the
data. This essentially entailed constant interrogation as to the meaning of the data (Boeije
Interrogating the data includes a ‘constant comparative method’ in which ongoing comparison and contrasting of data occurs (Barbour 2008).

This required attaining an objective, accurate and unbiased attitude and remaining open to apply codes wherever emergent and unforeseen new themes were identified in the text (Boyatzis 1998). Trying to attain this objectivity, however required the researcher to acknowledge his own reflexivity in the research process. The researcher thus needed to be aware of his own relationship to the setting, the people and the research context. The researcher had to accept that he probably had prior assumptions and orientation towards the subject matter as well as areas of interest, those he was ignorant about and others that he may have some bias towards. Acknowledging this reflexivity assisted the researcher to ensure that his own predefined opinions did not creep into the research analysis and qualitative writing (Richards 2014).

Being open to rejecting predefined a priori codes, or incorporating new codes arising from the data is also consistent with Template Analysis that directs ‘sorting segments to get all similar text in one place’ and ‘reading the segments and making the connections that are subsequently corroborated and legitimised’ (Waring & Wainwright 2008, p. 86). Thus, the textual analysis was followed by assigning appropriate segments of data describing rich phenomena to a code (node in NVivo) appropriately named to summarise the key theme.

The process of coding is somewhat different in quantitative versus qualitative analysis, where quantitative coding seeks data reduction, qualitative coding seeks to retain and learn from data. This requires the researcher to keep revisiting the data to fully understand the information being presented, to understand the emerging patterns and to review and refine explanations of what this interlinking data represents (Richards 2014).

Coding into NVivo nodes is straightforward, as the researcher simply highlights the required text and then right clicks and chooses the option ‘code selection at existing nodes’, or ‘code selection at new node’ as required. Alternatively, if an existing node already exists, the researcher can simply highlight and drag and drop the section into the appropriate node. An example of this coding step is illustrated in the screenshot in Figure 3.11:
Figure 3.11: NVivo 10: Coding into Node Container
Source: Developed for this research

3.4.1.3 Reassembling

The third phase, *reassembling*, has been described as the most difficult component of the whole data analysis process (Boeije 2009). It consisted of carefully and consistently rearranging the data into coherent emerging patterns or themes. A theme is defined as ‘a pattern in the information that at minimum describes and organises the possible observations and at maximum interprets aspects of the phenomenon’ (Boyatzis 1998, p. 161). A somewhat simpler definition of themes is ‘a recurring issue or an idea or concept either derived from prior theory or from respondents lived experience that emerges during the analysis of
qualitative data. It can be used to establish a code with which text can be coded” (Gibbs 2007, p. 152).

In the context of the reassembling stage, the researcher needs to take meticulous care to ensure validity is maintained in order to ensure that conclusions reflect the reality of the phenomenon studied, from data collection through to interpretation of data (Yin 2010). False findings render research worthless and therefore studies should embed design features that strengthen validity of findings. Validity in the data collection phase refers to construct validity which is essentially concerned that the processes employed ensures that the study investigates what it claims to investigate, and therefore the procedures provide accurate observation of the case study. Internal validity applies to the data analysis phase, where analysis needs to be undertaken in a coherent, consistent and robust manner to ensure internal validity is achieved (Yin 2010).

The process of converting text into codes (NVivo nodes) proved to be far more pervasive than anticipated. The sheer volume of pertinent rich data that was accruing was becoming somewhat overwhelming, and it was difficult to identify coherent and cohesive themes within NVivo. The researcher at this stage was reminded of advice he had read in the literature by Richards (2014) that there is a potential trap in the coding process of the researcher not knowing when to stop and of coding without purpose. This is exacerbated by the powerful functionality of CAQDAS, which makes coding significantly easier, and there is a risk that a researcher may develop ‘coding fetishism’ and essentially be unable to finish coding and move on to the more interpretive analysis.

Further, researchers are cautioned not to use ongoing coding as type of procrastination stopping them from entering the deeper analytical process (Richards 2014). The researcher was therefore mindful of this advice and continued coding to a point where he felt that coding saturation had been reached. Beyond this point it was perceived that ongoing coding was either creating essentially repetition of concepts or was simply coding data that was irrelevant to the research purpose. As stated by Richards (2014, p. 155) ‘saturation indicates that you have covered the breadth of your data. From the spread of data, nothing new is coming up’. Therefore, researchers are advised to cease ongoing data analysis at the point where they feel saturation is achieved and nothing new can be learnt (Boeije 2009). Nevertheless, in total, the disassembling stage still yielded 168 codes.

Figure 3.12 is a screenshot of some of the nodes containing codes for this research in Nvivo 1
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Figure 3.12: Sample of Codes (Nodes in NVivo 10)

Source: Developed for this research

NvIVO 10 was an exceptional tool to see within the data. However, inside the NVivo 10 program, the researcher felt that he was having difficulty in accessing a birds’ eye view to see across the data. Therefore, the nodes were exported from NVivo 10 into an excel spreadsheet. The spreadsheet made it much easier to visually see all the codes, organise codes and identify overlapping themes. This process allowed the researcher to see across the data and above individual topic areas to be able to discern key similar, overlapping and dissimilar concepts and themes (Richards 2014).

During the initial investigation, it became evident that there were several codes that were essentially the same, and so they were deleted to avoid duplication. Other codes were merged.
or reclassified. This is appropriate as a key feature of template analysis is the inherent flexibility to add or subtract themes and codes (Waring & Wainwright 2008). To assist the reassembly phase of analysing these codes, the codes were colour coded in excel as associated themes were identified. The colours chosen were therefore arbitrary, and simply assisted as a heuristic device to quickly identify similar themes. This colour coding mechanism within excel proved to be a far more user-friendly mechanism of identifying and collating associated themes, than attempting to undertake this process within the NvIVO interface. This initiative is in alignment with advice from Miles and Huberman (1994), who suggest as part of the analytical process that a researcher ‘plays’ with data including putting data into different arrays and creating matrices of categories within which related information is placed. Such visual displays allow data to be organised coherently, thus allowing a researcher to more quickly and deeply understand the information and make connections throughout the data (Miles, Huberman & Saldaña 2013).

Figure 3.13 provides a sample of the disassembled codes that were colour-coded as connections to overarching themes were identified:

This process of colour coding assisted to ascertain how codes fitted together in associated themes and facilitated rearranging the embedded data into coherent emerging patterns. The codes were thus categorised into twenty overarching (parent) themes. Some of the reassembled themes fitted nicely back into the a priori codes identified during the literature review (Waring & Wainwright 2008) and others formed new overarching themes percolating from this research.

<table>
<thead>
<tr>
<th>Nostalgic Brand Associations</th>
<th>Open Rail System</th>
<th>Politically Driven Rebranding</th>
<th>Politically Reposition the Organisation from a Customer Perspective</th>
<th>Pride</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rail Loyalty &amp; Ownership by Customers</td>
</tr>
<tr>
<td>Rebrand Developed for Melbourne – Victoria</td>
<td>Rebrand Implementation – Staff Involvement</td>
<td>Rebranding – Dual Branding due to Time &amp; Cost to Rebrand</td>
<td>Rebranding – Management vs Marketing Viewpoint</td>
<td></td>
</tr>
</tbody>
</table>
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Rebranding – Marketing Awards
Rebranding – Merging Multiple Brands into One Brand
Rebranding – New Brand Guidelines
Rebranding – Overall more positive image and more favourable reputation
Rebranding – Perception Sought
Rebranding elements organised externally – govt
Rebranding Implementations – size of assets
Rebranding Objective
Rebranding Strategy – Staff Involvement
Recruiting Rail Talent

**Figure 3.13: Sample of Disassembled Codes: Colour Coded to Coherent Emerging Themes**

Source: Developed for this research

Further analysis identified higher level categorisation creating six ‘super parent’ themes, above the 20 ‘parent’ themes. Subthemes (168) were then associated under the overarching (parent theme), as identified in Figure 3.14.
Figure 3.14: Sample of Reassembled Overarching Themes and Subthemes

Source: Developed for this research

3.4.1.4 Interpreting

The fourth phase is interpreting, where the data patterns are reinterpreted with text. This goes beyond the mere description stage and attempts to make sense of the findings, for, in the words of Richards (2014, p. 85), ‘to stop at describing the data is rather like describing the scene of a crime without trying to solve the crime’. This interpretation stage is detailed throughout Chapter 6 (Analysis & Interpretation of Findings).

This section addresses the critical findings to the research questions, which are derived from the data analysis of the overarching themes and subthemes (Holliday 2007). The extraction,
and extrapolation of data into writing thus provides a means to see through complex data, clarify meaning and weave the findings into a bigger picture. The findings section thus tries to explain the phenomena as an integrated story, fleshing out the identified themes regarding literature (Richards 2014). More specifically, the findings section in this thesis has been organised via thematic headings pertaining to the research questions, the literature review, key quotations from interviewee participants and accompanying illustrative charts, graphs and models (Banks 2008).

This phase is perhaps the most gratifying as well as challenging for a researcher, being ‘the most exciting and challenging processes in qualitative research require discovery and exploration of ideas from the data’ (Richards 2014, p. 85).

After codes had been finalised and clumps of textual data had been attributed to each code, the crucial step of ‘within case analysis’ began (Yin 1994). This process allows the researcher to make sense of the variety of emergent data to resolve within case ‘puzzles’ (Richards 2014). The ‘within case’ analysis findings are presented in Chapter 4.

The within case analysis identified key events, interviewee perspectives and personal insights within each overarching theme. Following this, the researcher conducted a cross site comparison to identify similar and contrasting themes, concepts and relationships between each rail organisation in the case study (Richards 2014). This ‘cross case’ analysis is presented in Chapter 5.

**Concluding**

The last phase, concluding, draws on interpretation of the entire research study and provides final conclusions (Yin 2010). This is presented in Chapter 6 (Analysis & Interpretation of Findings). Chapter 6 draws from the findings presented in Chapters 4 and 5 to provide an ongoing iteration between the data that has percolated from the within case and cross case comparisons and rebranding theory and conceptual models. This is consistent with the process recommended by Yin (1994).

This analytical procedure creates a robust platform from which an empirically valid theory can flower (Yin 1994). The essence of the ‘flowering’ theory for this research is the ‘Expanded Corporate Rebranding Framework’ Thus the data analysis for this rail rebranding research follows a within case analysis combined with a cross site comparison.
3.4.2 Validity and Reliability

All research, including qualitative research, has a key quality control issue of ensuring validity through controlling methods to ensure appropriate findings. However, whilst case study design should be rigorous, methodological checks, findings, interpretation, and validity are less embedded within qualitative than quantitative research design and are therefore more directly the researcher’s responsibility (Stake 1985).

Therefore, during the research design, data collection, data analysis and interpretation of findings the thesis researcher was careful to embed methods and tactics to ensure validity and reliability were achieved. Yin (2010) identifies four critical components of case study design quality: (a) construct validity, (b) internal validity, (c) external validity, and (d) reliability. These components and the manner in which they have been addressed for this thesis is described in the following sections.

3.4.2.1 Construct validity

Construct validity requires having the appropriate operational measures for the research concept. Construct validity is enhanced through using multiple sources of evidence during data collection, having a chain of evidence and where possible having key informants review the draft case study report. This thesis research has therefore used multiple evidence sources. The multiple data sources identified that will assist construct validity include documentation, archival records, interviews, direct observations, participant observations and physical artefacts (Yin 1994).

The data collection process has used all these methods, although direct observations and participant observations were not recorded per se, but rather used organically during the interview process to prompt deeper questioning. Semi-structured interviews were conducted with key ARO personnel, government transport representatives and rail industry association representative to fully explore rebranding issues within Australian Rail entities. Additional data collection sources included AROs’ corporate annual reports, other corporate reports and selected web and news based documents and articles. These converging lines of inquiry provided multiple measures of the same phenomenon ensuring ‘triangulation’ of data (Creswell 2009; Miles, Huberman and Saldaña 2013) thus assisting construct validity.

Additionally, a chain of evidence has been maintained through verbatim transcript of interview documents, and maintaining a clear linkage from data collection to within case
analysis, cross case analysis, interpretation of findings and implications for policy and practice and final conclusions. This has been particularly achieved by linking the discussions within these sections back to the relevant research questions being investigated. Lastly, key informants were offered the opportunity to review their interview transcript statements.

3.4.2.2 Internal validity
Internal validity is particularly important for explanatory case studies, where causal relationships are being investigated, and an investigator may conclude that a specific variable was responsible for the causation, although it was really caused by another, unknown or untested variable. As this thesis research is exploratory, rather than explanatory, this internal validity concern is not as relevant.

A broader concern of internal validity in case study research, is a researcher’s propensity to make inferences and assumptions, based on interview and documentary evidence, that events resulted from an earlier occurrence. A researcher therefore needs to consider other potential explanations and possibilities and consider whether evidence is convergent. It is therefore recommended that the researcher constructs a research design that preempts the issue of making inferences. A complete research design will identify the data to be collected — described by the study’s questions, propositions and units of analysis. The research design will also identify the logical process following data collection including aligning data to propositions and criteria used for findings interpretation (Yin 2010).

The research design for this thesis has therefore clearly identified the study’s questions and propositions through the research questions, and interview guide, and clearly identified the units of analysis in Section 3.3. Additionally, the criteria used for interpreting findings is clearly outlined in Chapter 6.

3.4.2.3 External validity
External validity relates to the ability to apply generalisability of a case study’s findings to domains outside the immediate case study. The issue of generalisability has been a major barrier for single case studies in particular, as single cases have been criticised as having insufficient scientific rigour to be able to generalise findings (Noor 2008). It is recommended that this issue is avoided through applying ‘replication logic’ similar to that used in the scientific method of replicating experiments to verify results.
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One of the best ways to achieve this is through using multiple-case studies that are carefully selected to have similar phenomenon in the area of research interest (Yin 2010). Multiple case studies allow comparisons (Jensen & Rodgers 2001, Stake 1995) providing a more comprehensive understanding (Wahyuni 2012). As discussed in Section 3.2, a multiple case study approach has been used for this thesis where purposive sampling (Neuman 2000) has been undertaken to identify unique ARO cases that have been involved in strategic corporate rebranding.

3.4.2.4 Reliability

Reliability requires demonstrating that a studies operations, e.g. data collection procedures can be repeated and achieve the same results. Demonstrating a sufficient set of operational measures is however more difficult to demonstrate in qualitative case study research, particularly as ‘subjective’ judgments are typically required in data collection. This focus on operational measures required for reliability is similar to the requirements to demonstrate construct validity, hence the steps taken for this thesis to operationalise measures has been discussed in the section on ‘construct validity’ above.

More salient to the case study method is that a reliability test should show that if another researcher conducted the same case study they would uncover the same findings and conclusions. Thus it is important to demonstrate that errors and bias has been minimised in the case study process. The recommended approach to verify this is to document the processes undertaken. A primary means of documenting the process is to develop a ‘case study’ protocol.

In this thesis therefore, a case study protocol (discussed in Section 3.4, and provided in Appendix 3), was used to guide the case study and data collection process to enhance the reliability of the research as recommended by Yin (1994).

An additional recommendation to ensure reliability is to create a case study database, comprised of evidence that is separate from the case study report. It is considered that a case study database significantly enhances the reliability of the entire case study (Yin 2010). This thesis has thus created a case study database comprised of evidence distinct from the case study report. These include:

- Documentation and archival material – in particular ARO annual reports, and other corporate reports
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- Media reports
- Digitised audio records of interviews
- Verbatim transcripts of interviews (transcribed through the services of a professional transcription service)
- NVivo 10 – Source material saved into internal compartment of NviVO
- List of codes retained within the external data ‘nodes’ compartment of NviVO that contain selected portions of text corresponding to the code (node)
- Excel spreadsheets containing exported codes, that have been colour coded and reorganised into overarching themes

3.5 Limitations of the Research and Ethical Considerations

This section describes the limitations related to the case study method and explains the procedures undertaken to ensure ethical compliance with the research process for this thesis.

3.5.1 Limitations of Case Study Method

A recurrent criticism of single case studies, is the difficulty in being able to generalise findings (Noor 2008). Section 3.4 identified that this constitutes a major reason why this thesis has employed multiple case studies for this research. The multiple case study method allows case comparisons (Jensen & Rodgers 2001, Stake 1995), are more robust (Yin 1994) provide a deeper understanding of the researched phenomena (Wahyuni 2012) and create greater external validity (Yin 1994).

Nonetheless, several additional limitations to the case study method have been cited in the literature. For example, a limitation may be that rather than eliciting too little data, the case study method may generate so much data that analysis becomes more complex (Hodkinson & Hodkinson 2001). The overwhelming data is certainly a valid observation for this thesis. However, every effort has been taken to assiduously sift through the data, and separate the gold from the dust. The way data has been recorded and transcribed has been described in Section 3.3.2.7. The compilation and organisation into NVivo 10, and the comprehensive steps to code, disassemble, reassemble and interpret data have been related in Section 3.4.

An alternative criticism is that case studies may to be prone to either oversimplifying or exaggerating the research phenomenon, resulting in incorrect conclusions (Guba & Lincoln
194). To mitigate this, the researcher has been careful to ensure that processes, discussed in Section 3.6, enhanced the validity, reliability and triangulation of the research.

Another limitation of data collection in case studies, and multiple case studies is that they can be both time consuming and expensive (Hodkinson & Hodkinson 2001). The experience of this thesis research supports that this is a valid assertion. The researchers journey including the difficulty, and long time required to access interviewees, complete data collection and undertake data analysis have been discussed in Section 3.4.2.

Additionally, it is important to note that the primary instrument used in case study research is the researcher (Riley 1963). Data collection and analysis of case study research relies to a great degree on the experience, knowledge and intuition of the researcher, who uses this implicit skill set to guide the interview process, probing participant responses and teasing out deeper information. The researcher also applies this skill set to make decisions about the significance of data collected and during the analytical process. The quality of the case study is therefore to a great degree determined by the thinking process and insights of an individual researcher. The qualities that a researcher brings to the case study research process, however are inherently difficult to objectively measure (Hodkinson & Hodkinson 2001). This thesis means of addressing this limitation have been discussed in Section 3.6 (reliability).

An additional shortcoming of case study research is that it can be difficult to represent complex findings in an accessible, realistic and simplistic fashion (Hodkinson & Hodkinson 2001). To present data in an accessible fashion in this thesis, the findings (Chapters 5 & 6) includes liberal use of direct participant quotations as may be expected in qualitative research (Bloomberg & Volpe 2012). This assists readers to more readily gain a feeling for the context of the research, to feel closer to the data and to understand the flavour of the research through the direct expressions of participants in the study (Gibbs 2007).

To present the data in a realistic and simplistic fashion this thesis uses numerous visual devices, such as matrices, charts and pictures (Banks 2008). These devices provide visual evidence that enrich the text (Boeije 2009) and visually simplify findings in the data (Holliday 2007). Additionally, NVivo 10 models representing findings within and across cases context are presented to express findings, and clarify connections and relationships between the data and AROs (Richards 2014).
Section 6.9 restates and identifies additional limitations that were encountered during the case study, and explains how they were addressed.

### 3.6.2 Ethical Concerns

The researcher ensured that best practice ethical practices were complied with as follows:

**Ethics Approval**

An ethics application was submitted to the ethics committee including details of the purpose of the research, the research plan including sample of proposed semi-structured interview questions, an ethical protocol comprising information sheet for the interviewee to keep and an interview consent form to be completed by the interviewee (see Appendix 2). Subsequently, Southern Cross University’s Human Research Ethics Committee provided approval to undertake the interview study on 7 February 2014 (Approval number ECN-14-022).

**Participant Information Sheet**

A participant information sheet was sent to participants when seeking their availability for an interview. The participant information sheet included an invitation, provided a description of the project, and outlined the purpose of the project including key benefits. It also highlighted that participation was voluntary, and detailed the participant requirements whilst also disclosing that the interview was going to be digitally recorded. Participants were also assured of confidentiality and anonymity. Lastly, interviewees were offered the opportunity to review their interview transcription. A copy of the participant information sheet is provided in Appendix 1. Of note is that no ethical issues have arisen from this thesis research.

**Consent Form**

Prior to the interviews all interviewees were required to sign a ‘consent form’ confirming that they understood the nature and purpose of the research. It also reconfirmed their agreement to the interview as well as agreeing for the interview to be audio taped. Participants were reminded that the research project had been approved by the SCU Human Research Ethics Committee and avenues for complaint were provided if they were concerned over the ethical conduct of the research. A copy of the participant information sheet is provided in Appendix 2.
CHAPTER 4 Presentation of Findings – Within Case Analysis

4.0 Introduction

The purpose of the multiple case study was to explore Australian Rail rebranding factors, processes and impacts on brand equity with a purposive sample of AROs. To gain a deeper understanding of this phenomenon, multiple data collection methods have been used, including documentation (company documents, annual reports, and media reports), archival sources, physical artefacts (logo, slogan, name) and most importantly, semi-structured interviews. This Chapter presents the key findings as a ‘within case’ analysis from these sources with emphasis on 14 in-depth interviews with 15 key executives in AROs, government transport organisations and peak rail industry bodies, as described in Chapter 3, Section 3.3.2.4.

This chapter presents the data extrapolated from the qualitative data analysis in accordance with the five data analysis phases described in the methodology Chapter 3 (compiling, disassembling, reassembling, interpreting and concluding) (Yin 2010). Essentially, this chapter presents findings derived during the reassembling phase. Specifically, Chapter 4 analyses and explains the findings from within each case (Creswell 1998).

The narrative of this section is guided by the research questions (listed in 3.3.2.6) and related through the lens of the overarching themes and subthemes derived from the data analysis discussed in the preceding chapter. These themes and subthemes arose from the disassembling and reassembling data analysis phases (Yin 2010).

Presenting the findings in accordance with the identified themes and subthemes is both logical and consistent with the advice provided by Holliday (2007) for structuring the data analysis written section. Specifically, it is recommended that the findings section is organised around thematic headings based on the elements of the overarching themes derived from data analysis (Holliday 2007). Structuring the writing around thematic headings is also consistent with principles of internal validity ensuring that data is presented in a coherent, consistent and robust manner (Yin 2010). Further, presenting the findings via thematic headings provides a logical scaffolding to host an argument, provide data extracts and embed discursive commentaries (Holliday 2007).
As identified in the methodology chapter (Chapter 3), deeper analysis of the data provided further categorisation into even more overarching themes to create six ‘super parent’ themes, and 20 ‘parent’ themes.

Specifically, then this section is organised as follows, ‘Super parent Themes’ introduce the overarching context of the ensuing discussion. Thematic headings subsequently introduce the overarching/’parent’ theme which are then briefly discussed in the context of this research and theoretical frameworks, or related best practice in the branding / rebranding literature. The schema of these ‘Superparent Themes’ and ‘Parent Themes’ that identifies the section within which they appear, is provided below:

<table>
<thead>
<tr>
<th>‘Super Parent’ theme</th>
<th>‘Parent Themes’</th>
<th>Research Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERF – Analysis Rebranding Factors (4.1)</td>
<td>IPO Government / Political Influence</td>
<td>RQ1 (a): What are the rebranding a) factors underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>Rebranding Goals (4.2 A)</td>
<td>Safety World Class Best Practice Transformation</td>
<td>Research Question 1 (b): What are the rebranding b) goals underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>Rebranding Processes (4.2 B)</td>
<td></td>
<td>Research Question 1 (c): What are the rebranding c) processes underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>CERF – Analysis (4.3 A): Name</td>
<td>Name Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name?</td>
</tr>
<tr>
<td>(4.3 B): Logo</td>
<td>Logo Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used b) logo?</td>
</tr>
<tr>
<td>(4.3 C): Livery</td>
<td>Livery Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used c) livery?</td>
</tr>
</tbody>
</table>

| CERF – Implementation (4.5) | Functional / Improving Operational Efficiencies Corporate Culture (Influence on Rebranding & | Research Question 4: ‘What is the effect of rebranding on AROs’ Corporate Culture’? |
## Chapter 4 - Presentation of Findings – Within Case Analysis

### Impact of Rebranding on Corporate Culture

<table>
<thead>
<tr>
<th>Rebranding Implementation (Mechanics)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CERF – Evaluation</strong>&lt;br&gt;(4.6 A): Financial Brand Equity</td>
</tr>
<tr>
<td>Rebranding Evaluation - Measuring the Success of the Rebranding Strategy</td>
</tr>
<tr>
<td>RQ5: 'How is b) <strong>Financial brand equity</strong> captured by AROs and how is it measured to evaluate rebranding success?'</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>(4.6 B): CBBE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebranding Evaluation - Measuring the Success of the Rebranding Strategy</td>
</tr>
<tr>
<td>RQ5: 'How is a) <strong>CBBE brand equity</strong> captured by AROs and how is it measured to evaluate rebranding success?'</td>
</tr>
</tbody>
</table>

### Ongoing Rebranding Management Issues following rebranding (4.7)

| Research Question 6: ‘What issues do AROs face following rebranding?’ |
|---------------------|-----------------|
| Ongoing Brand Management (processes & issues) |
| Rail issues impacting on Rail Operations and Consumer Perception |
| Additional Rail Revenue Generation |

Discussion of findings then takes place for every rail organisation that was investigated as part of the case study analysis as a ‘within case study’ process as recommended by Yin (2009). In addition to the super parent and parent themes, the findings discussion includes subthemes (as discussed in the methodology section) as participants’ responses flower into related pathways. Presented themes following each super-parent heading are numbered .1 to .4 in accordance with the ARO discussed. For example, 4.1.1 presents findings from Aurizon, 4.1.2 Sydney Trains, 4.1.3 V/Line and 4.1.4 from MTM.

To support the discursive commentary, selected direct quotations from interview participants are included to highlight significant data, to relate data ‘richness’ and to give ‘voice’ to the inner story of Australian Rail Rebranding. This is consistent with the literature that advises a good, reflexive report will include quotations from interviewees and documents (Gibbs 2007, p. 97):

*The inclusion of quotations gives the reader the feel for the aesthetic of the settings and the people you studied. It enables the reader to get closer to the data and enables you to show exactly how the ideas or theories you discuss are expressed by those you have studied.*
Extensive use of participant quotations to substantiate the research detail are therefore typical in qualitative research (Bloomberg & Volpe 2012). Participant quotes reveal the interview content, the personal interaction during interviews and exemplify the source content underpinning the researcher’s analysis (Kvale & Brinkmann 2009).

As discussed in Section 3.3.2.6, to assist confidentiality, interview participant’s real names have been substituted for pseudonyms as recommended by Gibbs (2007). Additionally, some quotes have been modified to delete pauses, false starts and stuttering as these are not deemed to be essential to analysis and does not affect the context of participant’s information (Boeije 2009). Further, editing spontaneous verbal speech with repetitions, digressions and pauses into more seamless written text assists readability and facilitates comprehension (Kvale & Brinkmann 2009).

Although the subthemes are presented via discursive commentary with reference to relevant literature and interviewee quotes, the reader will see some disparity between the experiences of different interviewees within the same organisation. This is to be expected as a researcher is cognisant that interviewees individual recollections of events may not reveal the entire factual account of the event, however is reflective of their individual interpretation of the events that took place (Matthews 2005). Additionally, the intent of qualitative research using semi structured interviews is that ‘the focus is on nuanced descriptions that depict the qualitative diversity, the many differences and varieties of a phenomenon, rather than ending up with fixed categorisations’ (Kvale & Brinkmann 2009, p. 30).

This chapter also uses other visual devices, such as matrices, charts and pictures embedded into the discussion. The use of visual devices to display data in qualitative research is now widely accepted (Banks 2008). In fact, Holliday (2007) states that visual data is akin to descriptive data as they both provide means to represent and display what the researcher sees. Additionally, the use of visual material can ‘support the verbal data, contribute visual evidence and enrich the text’ (Boeije 2009, p. 204). Therefore, Chapters 4, 5 and 6 liberally use visual aids to present and interpret the data findings.
4.1 Rebranding Factors in AROs

The discussion in Section 4.1 relates to the ‘Analyse’ phase of the CERF in Figure 2.21. In particular, this section relates to the ‘Rebranding Factors’ component of Muzellec and Lambkin (2006) three component ‘model of the rebranding process’ that has been added to the analysis phase of the CERF.

The findings in this section relate to **RQ1 a) What are the rebranding factors underpinning rebranding decisions in AROs?**

The initial discussion in this section aligns to the first component (rebranding factors) of the rebranding process presented in ‘the model of the rebranding process’ (Muzellec & Lambkin 2006) discussed in Chapter 2, Section 2.3.1.1. and presented in Figure 2.7. The rebranding factors precipitating corporate rebranding identified in this model are described within four broad categories: change in ownership, change in corporate strategy, change in external environment and change in competitive position.

Following therefore is a brief commentary on the rebranding factors pertaining to each ARO case subject to this research. Selected quotations from participants’ comments, media reports and corporate documents are included.

### 4.1.1 Aurizon – Rebranding Factors

*Following are the identified rebranding factors influencing Aurizon rebranding.*

#### 4.1.1.1 Government – Privatisation

The Queensland government separated Queensland Rail (QR) passenger and commercial activities as part of the government’s ‘Renewing Queensland’ programme to raise A$15 billion over five years, including A$7bn from rail assets (Gazette 2009b). The freight entity named QR National Limited was formally separated from Queensland Rail (to remain in government ownership) on 1 July 2010. QR National Limited subsequently became a public company listed on the stock exchange on November 22, 2010 with a closing day share price of $2.65. The privatisation of QR was particularly significant as it was the second biggest privatisation in Australian history (Baines 2014).

The initial rebranding factor (change of name) can thus be seen to be due to the organisation ‘going public’ identified as a factor pertaining to 1.2 per cent of rebranding decisions by
Muzellec and Lambkin (2006). The renaming of QR National to Aurizon (Aurizon Holdings Limited) occurred two years later commencing from December 1 2012 (Baines 2014). However, during the semi structured interviews, government privatisation was cited as a primary factor precipitating the rebranding of the name:

So, I think the catalyst, or the shift from QR National to Aurizon really came about redefining what this company’s about, moving away from government ownership; remove the layers and duplication of an ex-government agency and trying to redefine what the company should be (Courtney); they wanted to dust off the government owned corporation and the government focus (Courtney).

Thus, this rebranding factor (change of name) aligns to the ‘change of ownership’ component of Muzellec and Lambkin (2006) ‘model of the rebranding process’.

4.1.1.2 Break with the Past – New Identity

The corporation had a clear objective that they wanted to break from past negative government attributed associations, leave behind ‘legacy issues’ and become more commercially focused:

Unfortunately, the stigma of a government known corporation remained with the Q in the name (Courtney); Yeah and the negative associations with being a government owned company and unfortunately having Q in the name implies – or QR in the name – implied government. Or not implied, screamed it (Joseph); Fresh Company, new, we're different from what we were before. Because our customers want to see that we’re different. They didn’t like it when we were a government incorporation. We were clunky and difficult to deal with, not streamlined and not efficient (John); they wanted to dust off the government owned corporation and the government focus. So no Q and no R. It wanted to be a bit vibrant (Luke).

Aurizon CEO Lance Hockridge has made some unequivocal statements in the media regarding the negative legacy of QR National. ‘When I came to QR National the place was slow, bureaucratic, non-commercial, overly responsive to political stimulus, over governed, over regulated and over influenced by the unions’ (Norris 2015, p. 1).

4.1.1.3 IPO – Reposition / Attract Investors

Changing these past (negative government) associations with more commercially aligned associations was further driven by a desire/need to be more attractive to investors. As the Corporation had gone through an IPO and now had the status of a listed public company they urgently wanted to change their perception to investors.

There was a mad scramble to try and build awareness of QR National and then the IPO came (Luke); moving into the IPO it became clear that there was a need to actually reposition that away from just the Queensland connection (Ben).
According to Queensland Treasurer Andrew Fraser, the IPO was a ‘white-knuckle ride’: ‘Doing it full-stop was a massive effort, but doing it in the after wash of the global financial crisis was extraordinary’ (Ludlow 2015 p. 1).

### 4.1.1.4 Merge Multiple Brands into One Brand.

An associated rebranding driver for Aurizon was the opportunity to merge multiple brands into one brand.

Yeah, and previously if you did an audit of the brands of Aurizon you had QR Network, you had CRT, you had all these brands. You had a lot of brands within the company that was a very fragmented brand strategy. Now just having Aurizon, not even Aurizon Network or Aurizon Operations, it is just Aurizon, has been unifying I think internally (Courtney).

Yeah, yeah and certainly the brand messaging around QR National was to talk about the national nature of the business. So some years prior to the split and the rebrand the government had acquired some companies that had interests outside of Queensland. So the old ARG business, yeah, which was the Australian Rail Group and that had two divisions: AWR, Australian Western Railway and AER, Australian Eastern Railway. They acquired a company called InterRail that operated in Victoria and NSW and I think, in South Australia and a trucking intermodal type business called QRT that was primarily based in Victoria. So there was a national aspect to the company already but probably not widely publicised or branded in that way (John).

### 4.1.2.1 Politically Driven Rebranding

On 15 May 2012 Transport Minister Gladys Berejiklian announced a significant restructuring of NSW rail to split RailCorp and create two new organisations, Sydney Trains and NSW Trainlink. The initiative was called ‘fixing the trains’ with a focus on slashing bureaucracy, countering graffiti and dirty trains and become more customer focused, ‘We are developing a broad range of initiatives that are designed to fix our trains and make them world-class – there will be more to come’ (Budd 2013). One of the cited main reasons for the ‘fixing the trains’ initiative was the financial instability of Railcorp, although it is interesting that the initiatives followed serious allegations of corruption and subsequent criminal charges laid against Railcorp senior directors (Cripps 2009).
4.1.2 Sydney Trains – Rebranding Factors

Following are the identified rebranding factors influencing Sydney Trains rebranding.

4.1.2.2 Corruption Enquiry – Terrible Reputation

However other interviewees provided an insightful appraisal of the effects of a legacy impregnated with a tainted image:

There was this terrible kind of reputation around the old RailCorp brand (Janine); I think there was quite a high level of de-motivated staff, subject to corruption enquiries all the time (Janine); I can only imagine that the whole RailCorp brand was completely polluted (Janine).

4.1.2.3 Get More People Using Public Transport

During the semi-structured interviews, when asked what the driving forces for rebranding were, some interviewees focused on transport improvement:

Purely to get more people using public transport, make it easier for them, yes (Susan).

4.1.2.4 Politically Reposition the Organisation from a Customer Perspective

So I suppose what Transport and the Minister I suppose – I expect was very, very involved in this – wanted to do was demonstrate from 1 July that this was a break with the past. That for the customer Sydney Trains was going to be something different (Susan); To try and politically position with the capital P, as in the Transport Minister, politically reposition the organisation from a customer perspective (Janine).

4.1.3 V/Line – Rebranding Factors

Following is identification of the rebranding factors influencing V/Line rebranding.

4.1.3.1 Regional Fast Rail Project – VIC

V/Line stated that the Regional Fast Rail Project was a primary catalyst for rebranding. The Regional Fast Rail Project has been cited as one of the most significant transport initiatives in Victoria’s history designed to deliver more reliable, more frequent, faster and comfortable trains (Metro Trains 2006). The initiative took seven years to complete at a cost of $1 billion (Age September 13, 2006).

The Regional Fast Rail project that happened here in Victoria ... was a major, obviously major, state government initiative that meant new tracks, new trains, new timetable and also a new train protection warning system, a new signalling system. That meant that our capacity would increase, actually our service levels increased by about 25 per cent. So we were seeing that we really needed to
improve our slightly daggy image and logo and everything that goes with it…. So it was definitely seen as an opportunity to revitalise the brand and that’s essentially where it came from, the drive to rebrand (Caroline).

4.1.3.2 Govt. – Govt. Franchise Agreement
Additionally, marketing and brand refresh was stated to be a requirement of V/Line’s Franchise Agreement with the Director of Public Transport representing the State Government of Victoria (Ltd. 2009).

Also not to be forgotten is that when V/Line was privatised the Franchise Agreement was taken over by a company called National Express. They went bust and handed back the Franchise Agreement to the state government in 2003. So I think there was also a need to move the brand on from having ended up in receivership (Caroline).

4.1.4 MTM – Rebranding Factors
Following are the identified rebranding factors influencing MTM rebranding.

4.1.4.1 Government – Private Franchise Agreement
The Melbourne rail operator Connex contract was due to expire in November 2009. The State Government of Victoria therefore called for expressions of interest from operators to undertake responsibility for all suburban passenger rail services in Melbourne. Subsequently, Connex lost the bid and their franchise contract and Metro Trains Melbourne (MTM) was appointed instead, taking over the network on 30 November 2009 (Cooper 2009). The agreement is for eight years with optional seven-year extensions. Under the agreement, MTM’s average payment from the government is A$474m a year (Gazette 2009a).

So from about 2004 onwards we had one sole metropolitan train provider, Connex, and one sole metropolitan tram provider, Yarra Trams. Yarra Trams was a brand owned by the State. Connex was the brand name owned by the actual operator. So for the next five years you had those two operators running their respective operations. When the time came for refranchising in 2009 a decision was made to bring the train brand back into state ownership (Tony).

This government – private enterprise franchise is a particularly interesting business arrangement as (Stone 2010, p. 2):

...the franchise operation of Melbourne’s tram and train systems is a unique experiment in the application neo-liberal ideologies to the design and delivery of metropolitan public transport services. Its performance, over the decade since the first contracts were signed in 1999, has been hotly debated.
4.1.4.2 MTM Rebranding a Requirement of Franchise Agreement

A semi structured interview at MTM revealed that the primary catalyst for their rebranding strategy was the requirements of the expression of interest (Department of Transport 2008, p. 28).

Each Franchisee will be required to adopt and deliver a branding package that can be implemented at the commencement of the new Franchise Agreements. Branding packages should include brand names, logos, staff uniforms, rolling stock livery, tag lines and value statements supporting the brand.

So the development of a brand was actually a tender returnable in the franchise bid (Tina).

Interestingly, all intellectual property in all rebranded / branded elements remains the property of the Victorian Government, and not MTM. These rebranding elements may therefore be transferable to a different operator in a future rebid for the Melbourne Train franchise agreement (Department of Transport 2008, p. 28):

The Current Franchisees are required to licence to the State, all intellectual property that is required to operate the tram and train Franchises including the Safety Management Systems. These licences are irrevocable and transferable. The State will make this intellectual property available to the new Franchisees.

4.1A Brand Audits in AROs

The discussion in Section 4.1 relates to the ‘Analyse’ phase of the CERF in Figure 2.21 (Section 2.2.7). This section relates to the ‘Situation Analysis’ component of Daly & Maloney (2004) CRF, that has been incorporated into the CERF model.

4.1A.1.1 Brand Audit

It would appear that an initial audit was taken in 2007 – 2008, with the catalyst being the impending IPO of QR. The focus was the overwhelming complexity of the sub brands under the QR stable:

I am aware that even before IPO they did an initial piece of work, probably around 2008, 2009 when they looked all the brands that sat within QR. It had the passenger brand, it had cattle train, it had QR National, it had QR Network, it had then CRT and then it had other ones in WA and it had all these brands. It was a dog’s breakfast. I think there was like 47 brands or something, an extraordinary high number if you look at it under the streams. That’s just too many. That was just, I think organic growth and people thinking oh well, I’m not cattle train I am roads so I’m going to create this business over here and have that brand like that. There really wasn’t an overarching
brand strategy that was being implemented. Being a government incorporation they just didn’t have the commercial ability to say, keep it simple, keep it strong. A government’s not known for its branding so it wasn’t a priority. When QR listed on the ASX they realised how important brand is, especially with all the marketing around the IPO (Courtney).

Follow the IPO another brand audit was undertaken.

But even at that point then there was another brand audit done after IPO I believe, just trying to assess. Okay, we’re QR National, we want to be one brand (Courtney).

However, it was unclear whether and audit was undertaken, or how comprehensive it was during the name change to Aurizon:

Yes, good question. I’ve never seen a brand audit here (Joseph).

4.1A.1.2 Competitor Analysis

Aurizon has not undertaken a competitor analysis. However, as they only have one primary competitor (Pacific National), this is perhaps unsurprising.

I think we do have brand health [tracks], it gets reported quarterly. They mainly look at what are our brand attributes, rather than directly on competitors. Because we want the brand to stand for certain things, and we just want to make sure that’s resonating... I’m actually meeting with the research house next Tuesday to say, hm, this research isn’t helpful because it’s not telling me how we are competing with customers or what do our competitors do that’s different? Are we at where we think we are? (Courtney).

Correct, we’re an industrial brand. Having said that though, they are businesses that we market to and have to win over. But it’s a variety of businesses now, so it’s anything from – if you look at our [intermodal] business it’s anything from motor vehicles to farming produce, beer, your supermarket brands and all that type of stuff. They’re kind of the new client. Whereas, you’ve got all the resource sector, iron ore and coal customers which are very different (Courtney).

So you mentioned Pacific National. Do you know – did anybody undertake some impact study on how the rebranding might affect them or other competitors? (Interviewer). Oh, not really, no (John).

Okay, fine. Did you do an impact study of the rebranding on your competitors? (Interviewer). Not really, no, the short answer. We’ve only got one main competitor, which is Pacific National, Asciano (Luke).

Not that I’m aware of (Joseph).

There were also some interesting comments in relation to the duopoly effect of freight rail giving rise to some arrogance in terms of not needing analysis:

In the freight space, no. It’s dominated, the freight space, by two big players: Pacific National and Aurizon. They’re a little arrogant about – they know what’s good for them, so they don’t need to talk to anybody else (Matthew).
4.1A.2.1 Brand Audit

Sydney Trains interviewees indicated that their brand audit was primarily focused on the visual elements of the brand:

So that’s the kind of – we did a lot of testing of the brand and that included staff, and that included customers. So we went to quite a few sessions within the Sydney metro, outer Sydney, Newcastle regions, and I think this again is before I started out at Dubbo. So we took the various visual developments to research groups, and we had a very very clear response…. Very positive response (Susan). We had other options when we did this test. I think we tested – it’s hard to remember. I think there were around five different brand marks. This was overwhelmingly (Susan).

4.1A.2.2 Competitor Analysis

Was there any impact study done on competitors, which I guess is Road? (Interviewer). Well, we wouldn’t be allowed to do that. Transport would have to do that (Janine).

4.1A.3.1 Brand Audit

It would appear that out of all the organisations interviewed V/Line did undertake a reasonably comprehensive brand audit to determine the perception of both customers and the public prior to their rebranding (although their rebranding was essential evolutionary, rather than revolutionary).

Yeah, so within a couple of internal brand audits – I don’t think we called them brand audits per se because that probably wouldn’t have meant a lot to the greater part of staff here – so we called it a V/Line internal image health check or something.

So we asked things like, if you think about V/Line what animals do you think about? What colours do you think about? How do you think V/Line is viewed in the community? How do you think V/Line is viewed by customers? How do you think V/Line is viewed by our external stakeholders?

We’ve also asked things like, to what degree do you think V/Line should be involved in the community in terms of providing sponsorship, so services outside directly of providing train and coach services. It was very interesting. What came back from staff was it was largely coherent I suppose across different work groups, that they felt that V/Line had a good standing in the community. But the perception was that V/Line is a bit outdated, we’re a bit old. If you were comparing V/Line to a person it would be an old man on a bench type of thing, slow to change (Caroline).

This extensive consultation was also reported in V/Line’s 2008 – 2009 Annual Report, (V/Line 2009, p. 10):

The 2008–09 year has seen the strengthening of partnerships between V/Line, our staff and the many regional communities we serve. Throughout the year we met with 34 regional councils, a range of government departments, MPs, business groups and community organisations to better understand the changing transport needs of country Victoria. We also
continued our successful on-train consultations to give our customers direct access to senior management, and we continued to work with hundreds of local suppliers and service providers across the state to further spread the economic benefits of our service.

4.3A.3.2 Competitor Analysis

Yeah in terms of the transport itself, it’s tightly regulated. So no one competes with us. What competes with us is the car. That’s our real competitor, if you like. So that’s who we’re competing with. From a Melbourne perspective, in terms of getting Melburnians to use our services, we are competing more in the tourism market there. So then we’re competing with – say for example if you’re looking at what to do with your kids during the school hols, if that’s going to Sovereign Hill in Ballarat or going to the aquarium here in Melbourne – that’s who were competing with in that sense. So we don’t have any competitors in the traditional sense (Caroline).

Yeah, not strictly speaking in terms of where we had, again being government, very limited budgets. So that wasn’t seen as a priority at that point in time. We obviously did a bit of a competitor analysis in terms of car usage and comparing the price, making sure that as much as possible we can be competitive with the cost of driving a car. It comes down to service design as well in terms of say the frequency where you service, who you service, the capacity you’ve got. Is the timetable relevant for people? Can they get to the nine o’clock appointments at Melbourne hospitals, and stuff like that. So it’s a much bigger picture (Caroline).

4.2A Rebranding Goals

The discussion in Section 4.2A relates to the ‘Planning’ phase of the CERF (Figure 2.21). In particular it relates to Muzellec and Lambkin (2006) second element of the three components ‘model of the rebranding process’ that has been added to the planning phase of the CERF. model ‘rebranding goals’ are typically to reflect a new identity, or to create a new image.

The findings in this section relate to RQ1 b): What are the rebranding goals underpinning rebranding decisions in Australian Rail Organisations?

4.2A.1. Aurizon – Rebranding Goals

Following are identified rebranding goals influencing Aurizon rebranding.

4.2A.1.1 Transformation

A reoccurring, consistent theme in Aurizon’s Corporate documents is ‘transformation’, described as ‘company-wide transformation’ and ‘unparalleled transformation’ (Aurizon 2013, pp. 6-7).

Although this theme did not appear to be a universal focus of Aurizon executives, there was concurrence this was a critical element of the rebranding process.

Yeah. All that really is – not all – it’s just trying to get the company transformed from being a less
than efficient government owned company to something that’s competitive and can compete in the market. Because just with our cost base, we just can’t compete with our competitors, the way it was. The message that we’ve been putting to our people is we have to get fit or we die (Luke).

Additionally, it appeared that the major thrust of the transformative process was on improving operational efficiencies towards ‘world class best practice’, another theme discussed in this section. The focus on ‘the operational transformation of Aurizon’ and is guided by five core principles extolled within Aurizon’s stated ‘plan for the future’, namely the ‘Integrated Operating Plan’ (IOP), discussed in 4.5.1. Essentially the IOP is focused on reducing costs, enhancing operational efficiency and increasing productivity.

This theme of transformation is closely interrelated to the theme of ‘world class best practice’. The transformation initiative is also related to the aggressive restructuring of the Aurizon workforce and recruitment of experienced international rail managers into the Aurizon executive team as discussed in Section 4.5.4.4.

### 4.2A.1.2 World Class Best Practice

This transformation process is aligned to achieving world class best practice, clearly stated within the 2012 – 2013 Annual Report, (Aurizon 2013, p. 12):

> Aurizon’s aspiration is to become a world class company. By this we mean a company that delivers outstanding service to customers, values its people and keeps them safe. Such a world class company is an attractive investment to global shareholders and is seen as a global benchmark for its competitors.

World Class Performance is in fact of one of four key values at Aurizon which was espoused by many interviewees:

*We got to mention too, that we want to be world class (Luke).*

Achieving world class status is seen as important goal for attracting investors as related in Aurizon Annual Reports: ‘At Aurizon we strive to be a world class company that global investors want to invest in’ (Aurizon 2013, p. 4). In this context, the name change was perceived to be a pivotal milestone in Aurizons’ quest for world class status: ‘In December 2012, our Company adopted Aurizon as a name to replace QR National. This transition marked a major milestone for our business, as we transform to a world class company’ (Aurizon 2013, p. 7).
A key strategy to achieving this world class status is seen to be fundamentally aligned to increasing operational efficiency, i.e. ‘1. Developing a world class core business 2. Operating, developing and integrating bulk supply chains 3. Maximising the value of freight and logistics’ (Aurizon 2013, p. 4). In this context, the recruitment of personnel from world class railways was seen to be a pivotal strategy in delivering world class performance as discussed below and in Section 4.5.4.4.

Yeah. So really what world class is at an operational level and we benchmark ourselves against the class one railways in North America. We’ve imported some people from there to work here as well, in terms of operating ratios and whatnot. That’s one of our objectives, to be world class (Luke).

Aurizon also maintain that they are seeking to become world class in terms of their commitment to sustainability and embedded sustainability practices as well: ‘Our sustainability strategy is integral to our journey to world class performance’ (Aurizon 2014, p. 50).

### 4.2A.1.3 Redefining – Negative Government Associations to Blue Chip

The negative government associations were found to be an impediment to the perception that Aurizon was attempting to generate through their public listing and aspiration to become a ‘blue chip’ company:

*The government ownership and that has some positives, but it also has some negatives. The negatives were bureaucratic, not willing to – you’re fat and lazy. You are not efficient and this is right in the time where we were actually trying to convince the investor market that okay, yep, we’ve come from a GOC, but we’re going to be very commercially driven. We are going to cut costs. We are going to be more efficient. We are going to look after our customers better. The branding and what we were trying to do as a strategy from a business – are polls apart. So that was the driver. (Luke)*

Yeah, absolutely. It’s about redefining who we are, what the name represents. I was at the AGM when it got voted in at an extraordinary general meeting. The name really does represent a shift to be a top ASX listed company now. So blue chip. So it’s very aspirational in the shift (Courtney).

### 4.2A.1.4 Safety

Aurizon state in their Annual Report that safety is their highest priority and most important responsibility: ‘we can never be satisfied with anything less than ZEROHARM, which means no injuries to anyone, ever’ (Aurizon 2013, p. 5).

Commitment to this priority is validated by some interviewees;

*So we’re certainly not reckless and in a rail business, safety is our core value. So everything we do,
we do in mind of safety first. So our CEO has said many, many times, if we can’t do something safely we won’t do it at all (John).

Other interviewees stated that the safety record has significantly improved since the rebranding:

The company is stepping more into industry rewards and recognition for what it’s achieving. Its safety record is fantastic. That hasn’t been lost in the rebranding, so the good work that was done as a government owned corporation and then shifting into Aurizon has been retained (Courtney).

In 14 years they’ve tried maybe four times to actually implement a safety culture. That was Lance’s massive priority so from 2007 pretty much 2008 onwards when he arrived became a major shift. So I think from a culture point of view our brand is pretty well now connected to safety. So if you think of that from a global point of view that has set a real trend in regards to what we are known for, regards to our safety (Ben).

Although all AROs interviewed essentially stated that safety is their number one priority, Aurizon makes it clear in their mission statement that they intend to become ‘the safest transport company in the world’ (Aurizon Holdings 2014, p. 1).

4.2A.1.5 Double the Value of the Company Every Five Years
Aurizon’s aspirations to enhance its value is clearly identified in their mission statement: ‘To be a world leading transport business, to partner with customers for growth and to double the value of the Company every five years, while becoming the safest transport company in the world’ (Aurizon Holdings 2014, p. 1).

It’s doubling every five years is our mission (Ben).

4.2A.1.6 Aurizon – Biological Metaphors
During the interviewees, some interviewees offered a ‘biological’ metaphor to describe their actual or desired rebranding transformation.

It appears that Aurizon has the aim of transforming from an elephant to a cheetah (or perhaps an owl). As an elephant it was slow and ponderous, encumbered by antiquated policies and procedures. The cheetah is sleek and streamlined, quick to react to market forces and pounce on opportunities to maximise profitability.

Some interviewee comments include:

Elephant QR as an elephant, big, slow, long memory, stamp on anything that got in the way – got under its feet but would be scared of a mouse. So scared of the littlest thing and would run from that
Okay, as QR I reckon it would have been a donkey or something like that. Something that would go forward but then when it didn’t feel like it, it just stopped. Whereas now I think it’s more a – it’s aspiring to be more like a cheetah, something like that. So it’s quite different (Courtney).

An owl. An owl it’s got history, it’s got wisdom, it’s got an element of courage, it sleeps in a safe environment yet it actually can still get out and hunt and be very active (Ben).

### 4.2A.2 Sydney Trains– Rebranding Goals

This section identifies Sydney Trains rebranding goals.

#### 4.2A.2.1 Transformation

The notion of transformation began with RailCorp modifying their procurement procedures following corruption allegations as expressed in their 2009 – 2010 Annual Report. ‘Implemented the Procurement Transformation Program across the Corporation to adopt and redesign procurement structure, systems and processes to best practice in procurement performance and compliance’ (Rail Corporation NSW 2010, p. 145).

#### 4.2A.2.2 Increase Total Public Transport Patronage

An interviewee stated that the overarching goal was to increase total public transport patronage:

So very clearly, our business objectives for public transport is to get more people using public transport. To get more people to use public transport, you’ve got to make it easier and more pleasant for them (Susan).

Another rebranding goal seemed to be the focus on the creation of a ‘house of brands’:

So it partially came about – well it fundamentally came about because transport developed this house of brands.

#### 4.2A.2.3 Safety

Concomitant with all the rail organisations studied a key goal for Sydney Trains is safety:

Yeah. So, Target Zero the concept behind it is that our target is to have zero incidents. That all incidents are preventable and that everybody is responsible for safety (Stephanie).

An interesting statement by a Sydney Trains executive was the impact of graffiti on safety:

But what we do know is it makes people feel unsafe. They think they’re in an unclean environment. So if we’re wanting people to have a sense of security, and safety and reassurance, graffiti wrecks that (Susan).
More recently however there have been media reports accusing NSW Transport of reneging on promises of spending money for increased security at Sydney Trains stations. Specifically, the media states that despite the Transport Minister Gladys Berejiklian promising to spend $40 million on a program to improve safety at Sydney’s train station, the government spent just $1 million as well as sacking a number of staff responsible for monitoring security cameras at the city’s stations (Saulwick 2014a).

4.2A.2.4 World Class Best Practice

Minister for Transport Gladys Berejiklian announced the world class goal to the general public in 2012: ‘We are developing a broad range of initiatives that are designed to fix our trains and make them world-class – there will be more to come’ (Berejiklian 2012, p. 2). However, it should be noted that a world class aspiration had already been embedded by Sydney Trains predecessor Railcorp in their 2010-2011 Annual Report: ‘RailCorp wants to be known as Australia’s world-class railway’ (Rail Corporation NSW 2011, p. 2).

Interestingly, similar to Aurizon a key strategy for achieving world class status was recruiting international talent who had worked in rail companies/industries that were deemed to be world class.

I think when a transport cluster was established, they looked for people with that world-class experience (Susan). About 50 per cent of our GMs are new. There has been about, since I got here, about eight or nine people come over from the UK that has worked in the industry, senior people. Our exec is like half Brit, half Australian (Janine).

Some interviewees however pointed to the huge gap between their current operations and what was realistically required to achieve the goal of becoming world class. The notion was to put the basics in order first to build a strong platform to ultimately achieve that world-class status:

I think being world class means something quite different to what we’re currently doing. I had that conversation with the executive team and I think aspiring to be world class is great, but let’s just – let’s get – let’s knock this railway into shape first. Then take it to the next level. At the moment we’re still worrying about doing some basic stuff here. We haven’t even got a proper strategy for cleaning the graffiti on the side of the railway lines yet and stuff like that. No world-class operator would allow that high level of graffiti to be all along the trackside as soon as you go up to Redfern and out. It’s everywhere (Janine).

It is interesting in this context to note a media release from Chief Executive Officer of the peak industry body for rail, the Australasian Railway Association (ARA), Mr Bryan Nye
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titled, ‘Sydney one step closer to a world class rail system, (Australasian Railway Association 2014, p. 1).

Mr Nye stated that the completion of the 11.4 kilometre, $2.1 billion South West Rail Link project initiated by the NSW Premier Mike Baird and Minister for Transport Gladys Berejiklian was transforming Sydney Rail into a world class system; The South West Rail Link, in conjunction with the North West Rail Link project, will help transform Sydney’s public transport network into a world class system, easing congestion on the city’s roads and ensuring a safer and more efficient commute for Sydneysiders.

4.2A.2.5 Sydney Trains – Biological Metaphors

Sydney Trains states they were a donkey, are now a pony and are striving to become a thoroughbred embedded with world class best practices.

We had a zoo. So I suppose we’ve come to an animal. I don’t know what animal it would be, no. Look, it’s called The Hop. It’s – I don’t think it’s a rabbit (Susan).

RailCorp...I’d say it was probably a bit dead on its feet like a – I don’t know – I don’t know really – some kind of clapped out old animal anyway. Maybe we’re still like a pony at the moment. Certainly, maybe RailCorp was a donkey. Maybe now we’re a pony and eventually we become a thoroughbred racehorse. But we’re not there yet (Janine).

4.2A.3 V/Line – Rebranding Goals

This section identifies V/Line rebranding goals.

4.2A.3.1 Safety

Safety is an ongoing theme of highest priority for V/Line, and is a key component of their strategic agenda as stated in ongoing V/Line Annual Reports:’With SAFETY being paramount in all we do’ (V/Line 2009, p. 3); ‘continuously improve safety and security in all aspects of our operations and business’ (V/Line 2010, p. 5); ‘V/Line has a constant focus on identifying and mitigating risks across the business’ (V/Line 2013); ‘Safety underpins everything we do’ (V/Line 2014).

This published sentiment of safety being a top priority is reflected in interviews:

Safety. Safety is always our top value. Yep. It has been and it always will be. Everything, at the end of the day I think safety comes first. That’s never going to change for V/Line (Caroline).
4.2A.3.2 World Class Best Practice

Around the time of the incremental rebrand, V/line did not have appear to have any aspiration towards achieving world class status, however they did pride themselves on having the highest performance targets of any regional passenger rail operator in Australia (V/Line 2007).

The aspiration for world class status appears in V/Line’s 2014 Annual Report which identifies that V/Line aspires to be listed as one of the world’s best customer service businesses. In fact, V/Line states that ‘V/Line aspires to be in the top five per cent of customer service organisations in the world by 2016’ (V/Line 2014, p. 13). V/Line also highlight their commitment to enhancing accessibility for a range of people with accessibility challenges and identify their aspiration to become the first rail provider in the world to be awarded the coveted Communication Access Symbol (V/Line 2014).

Interviewees corroborate this world class aspiration:

When you’ve got a CEO whose expressed goal for the organisation is to be in the top five per cent of customer service organisations worldwide by 2016; that is our number one goal at the moment – As opposed to previous CEOs who have been quite operationally focussed; that changes things (Caroline).

4.2A.3.3 Patronage, Rather Than Revenue

One of the major driving forces was growing patronage. Because revenue is, has been secondary to us. But obviously fares are set by the state government. We don’t control our fares ourselves. So for a very long time one of our key performance indicators has been patronage rather than revenue. But obviously patronage affects revenue. So that was certainly a key driving force for the rebrand (Caroline).

4.2A.3.4 Relevant to Melbourne

So the key objective on the rebrand was to make the V/Line brand relevant to Melbourne markets as well, so we can get Melburnians onto V/Line and travel with V/Line. That’s where they had the capacity and that’s where we needed to grow if we were going to meet these huge growth targets (Caroline).

4.2A.3.5 V/Line – Biological Metaphors

V/Line states it would have liked to transition from a turtle to an octopus. The turtle depicts a slow, outdated brand image and the octopus a more contemporary and progressive image offering multifaceted consumer services:
One of the perceptions – we did a fair amount of research, we did research with customers as well as stakeholders such as government, local government, Public Transport User Association, et cetera. What came back was V/Line, when people were asked to think about an animal, quite often when they thought about V/Line, quite often what came back was elephant, turtle. Not very flattering. So big, slow, dependable, but potentially not very open to change. So we wanted to move away from that to being slightly more agile and flexible, responsive and everything else (Caroline). Yeah because part of those surveys were what – we did also ask, what would you like V/Line to be? What do you think we are now? Well I think they answered an elephant (Caroline).

So what sort of animal did you want to be like? (Interviewer). We had huge conversations about that actually. We never agreed on a final animal. One of the animals discussed were octopus in terms of, because we’ve got so many fingers in so many pies, but an octopus is still quite agile and they’re actually quite intelligent animals. We never quite agreed on a final animal but we were definitely agreeing we didn’t want to be elephant or turtle (Caroline). Yeah I think we’re closer to being an octopus, definitely (Caroline).

4.2A.4 MTM – Rebranding Goals

Following is identification of MTM rebranding goals.

4.2A.4.1 Safety

Similar to other rail organisations, MTM cite safety as one of their highest overarching goals: ‘Safety is our highest priority. The safety and security of our customers is paramount, therefore we do not cut corners – anywhere’ (Metro Trains 2014, p. 4).

4.2A.4.2 ‘No Tolerance’ Policy to Crime

MTM also state that they have a ‘no tolerance’ policy to crime and criminal activity and have a joint partnership between Metro and VicPolice. To facilitate this, they work closely with the Victorian Police Transit Safety Division, trained Protective Services Officers (PSO’s) and Customer Service Officers accredited by the Department of Transport as Authorised Officers, as well as the strategic placement of Closed Circuit Television (CCTV). There was also a feeling that using ‘authorised officers’ to assist with safety was an essential part of the brand.

They have authorised officers that will check tickets, if someone’s on a train and got their feet on the seat will infringe them for that, for all sort of conduct on trains. So those authorised officers similarly are branded Metro and have been for quite a while (Tony).
Figure 4.1: Protective Services Officers

Source: (Metro Trains 2013)

Table 4.1 below provides an overview of the various personnel that are employed throughout the metropolitan train system to enhance the personal safety and security of commuters:

Table 4.1: Metropolitan train safety and security personnel

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit police officers</td>
<td>Transit police officers are Victoria Police officers assigned to public transport duties. Their role is to ensure public safety and security, and prevent crime on public transport. Transit police work across all modes of public transport and play a key role in directing and supervising the work of PSOs.</td>
</tr>
<tr>
<td>Authorised officers (AO)</td>
<td>AOs' primary role is reducing fare evasion, but they also perform customer assistance, safety, security, crime prevention and crime deterrence duties. AOs operate at train stations as well as on board trains and are employed by public transport operators.</td>
</tr>
<tr>
<td>Customer service staff</td>
<td>Customer service staff provide customer assistance. They also play a role in reducing fare evasion, safety and crime deterrence. Customer service staff are employed by public transport operators. Premium stations are staffed from first to last train, and host stations have customer service staff during the morning peak. Customer service staff are also deployed to support major events or disruptions.</td>
</tr>
<tr>
<td>Private security</td>
<td>Private security companies may be engaged by public transport companies or PTV to supplement existing safety, security, crime prevention and deterrence measures. Private security may be used to support major events at major stations.</td>
</tr>
</tbody>
</table>

Source: (Victorian Auditor-General’s Office 2015)
4.2A.4.3 World Class Best Practice

The government expectation of MTM’s appointment was for a ‘transformation’ of the rail network: ‘State Premier John Brumby said the MTM joint venture of MTR Corp (60%), John Holland (20%) and United Group (20%), will partner our government as we transform our suburban train system to a modern, metro, mass transit train network’ (Railway Gazette 2009b).

Perhaps not surprisingly then, similar to other rail organisations, MTM are also striving to achieve world-class practice. ‘We are determined that Melbourne’s Metro will take its place as one of the world’s leading railways’ (Metro Trains 2014, p. 9). Additionally, MTM state that they will achieve this goal through superior operations, continuous improvement and technological innovation. MTM highlight their international experience and make several assurances to their passengers, ‘Metro understands what it takes to run a world-class train system and we make the following commitments to our customers: based on their benchmarking against world-class railways globally’ (Metro Trains 2014, p. 9). This focus on benchmarking against world class practice was expounded by interviewees:

*We do a lot of benchmarking. So we’re part of ISBeRG so we look at other similar railways, ISBeRG which is a railway benchmarking organisation and so we do a lot of comparisons. We look at everything from safety through to operations. We can post questions and have all of the railways in a confidential forum give us their approach, their feedback, what’s worked for them et cetera. So we do a lot of benchmarking with those organisations. We’re benchmarking against similar sized railways all around the world* (Tina).

It was stated that in terms of safety, MTM are competing favourably with overseas railways:

*Very well, yeah. With a lot of them we compare really favourably. So if you look at passenger injuries per million or various other bits and pieces, we compare pretty favourably against most of the metrics (Tina).*

Indeed, in terms of overall operational improvement, John Holland (a 60% joint owner) reported increasing operational success in their 2013 Annual Report (4 years after the rebranding), (John Holland 2013 p. 42):

*During 2013, MTM continued its strong operational performance, reliability and availability, and continues to improve with on time performance now at 92%. The operation carries more than 25 million passengers and delivers more than 14,500 train services per week. MTM was recognised by Infrastructure Partnerships Australia as the ‘Rail Operator of the Year’ in 2013.*
However, conversely whilst MTM have a clear view of what achievements constitute world class practice, and although they are gaining in efficiencies, there is still a significant gap between the delivery of world class performance internationally and in Melbourne. Consider for example, MTM’s ‘designated threshold levels of punctuality (88% of services arrive within 4 minutes and 59 seconds) and reliability (98% of services are delivered)’ (Metro Trains 2014, p. 15). In comparison, MTR (one of MTM’s shareholders), reported that their world class levels of performance for Hong Kong rail services delivering 99.99% of passenger journeys on time in 2013 and 2014 (MTR 2014). MTR appear to be able to consistently keep these high-performance levels, announcing as recently as March 2016, that passenger journeys on time in Hong Kong continued to be 99.99% (MTR 2016).

4.2A.4.4 Issues Impacting on Achieving World Class Best Practice

An interviewee stated that the physical infrastructure of Australian rail systems compared to international rail and particularly those in countries like Hong Kong provided an impediment to achieving comparative world-class performance. This is exacerbated by some of the darker cultural elements in Australian society when people can access an open rail system.

Yeah but completely different railways. So theirs is a closed system; ours is an open system for starters. So we have – most of – if you look at the percentage points between 93 where we are and getting to 100, about five of those percentage points are external factors. So it’s trespassers and suicides and graffiti and all of those sorts of things that you get with an open network that we have (Tina).

4.2A.4.5 MTM Biological Metaphor

Although MTM did not wax lyrical regarding a biological metaphor, they did make one robust statement:

It’s a lion (Tony).

4.2B Rebranding Processes

The discussion in Section 4.2B relates to the ‘Planning’ phase of the CERF. This process planning phase is in alignment with the broad description of rebranding processes by Muzellec & Lambkin (2005, p.820), ‘the importance of taking account of both internal and external stakeholders in the rebranding process’.
This section discusses within case findings relating to the ‘rebranding processes’ component RQ1 (c): What are the rebranding processes underpinning rebranding decisions in AROs?

The section therefore considers internal rebranding communication within AROs. It then considers the way external stakeholders have been consulted. Additionally, the section discusses rebranding processes in terms of the rebranding implementation that was undertaken and associated challenges with this implementation ‘process’.

4.2B.1.1 Aurizon: Internal – Consultation with Staff

At Aurizon, it would appear that there was very little consultation with staff regarding the rebranding decision/ process, or communication during the name change stage.

So like an internal brand audit. Were you or any of the staff consulted during the formulation of the rebranding? (Interviewer). No (John).

In fact, it appears that the consultation that was taken may have been somewhat tokenistic:

We just didn’t see – other than making some people feel good, that we’ve made a token effort to get staff engagement... Yeah. When we launched it, we did a lot and we gave them little bags with a few goodies in it, all the usual stuff. That’s tokenistic. We tried to keep it simple, but just not make too big a deal out of it. But just try and build that momentum that the company is changing and this is a positive thing (Luke).

4.2B.1.2 Aurizon: Internal Rebranding Communication

Communication regarding the rebranding largely commenced post the rebranding exercise:

Yes, so it was certainly announced they used a number of corporation emails but also there was a video put together on the corporate intranet at the time which I think was probably the add (Joseph).

One of the major communication devices that Aurizon uses to communicate with stakeholder including employees is the ‘Shine’ magazine, illustrated below:
Figure 4.2: Aurizon’s Shine Magazine

Source: (Aurizon 2014b)
4.2B.2.1 Sydney Trains: Internal Rebranding Communication

Sydney Trains appear to have not engaged in much Internal rebranding communication / Consultation. In particular, interviewees stated that there was little merit in engaging staff in the visual rebranding process:

So you don’t want to get a design by committee from the beginning. That’s really difficult…. Okay, because otherwise you can imagine – have you seen the episode where Homer Simpson designs a car? Okay, that’s probably what we’d get if we asked everybody’s opinion at the early design stage (Susan).

But that – we are looking – we couldn’t go to lots of individual staff and say, what do you think? However, on certain elements, we did engage, after I came on, because the time was appropriate then. So we did consult with union reps and staff reps on the development of the uniforms. There were some things that they didn’t like. There were some things that we listened to them on and they were accommodated within the solution there. But this is a massive organisation. To say we consulted with everybody would be a lie. But certainly the brand wasn’t just imposed (Susan).

Yeah. We’ve deliberately stopped talking about that now. We were going on about Fixing the Trains up until the end of last year then we started to talk about improving the trains and keeping Sydney moving and that kind of language. We don’t talk about Fixing the Trains anymore (Janine).

4.2B.3.1 V/Line: Internal Rebranding Communication

Surprisingly there seems to have been more communication regarding the imminent rebranding process at V/Line undergoing an incremental logo and livery change, than at many other organisations undergoing a revolutionary name change:

Yeah because part of those surveys were what – we did also ask, what would you like V/Line to be? What do you think we are now? Well I think they answered an elephant. What would you like V/Line to move towards? So we had that as part of the survey. We also communicated back how we were going with the rebranding. We’ve something called leadership forums that happen every four months with quite a big leadership group. It’s about, it’s all the managers, so I think it’s about 300 people that are part of those forums. Then what’s presented at that forum goes travelling throughout the state. A senior executive will go out and present a shortened down version of the forum to regional staff. That happened throughout. So not formal consultation per se but certainly, keeping people in the loop (Caroline).

This section focuses primarily on issues affecting or taking place during the rebranding implementation stages. The findings from this section pertain primarily to both Research Question 4 and Research Question 5.

All the AROs had a clear focus on implementing improved operational efficiencies to enhance external stakeholder perceptions. Some AROs also engaged in innovative, award winning advertising / consumer promotions to enhance stakeholder perceptions. Thus, this
Section highlights some of the overarching operational efficiency strategies and innovative advertising to further inform Research Question 4: ‘How do AROs undertake ‘Internal Branding’ and ‘External Branding’? These findings are presented under 4.5.A

This section also identifies several rebranding strategies that influenced corporate culture, thus, this section also informs Research Question 5: ‘What is the effect of rebranding on AROs’ Corporate Culture’. These findings are presented under 4.5.B.

4.2B.4.1 MTM: Internal Rebranding Communication

Like Aurizon, MTM produced newsletters to identify and promulgate changes:

*It was all the standard things. It was road shows; it was all kinds of things really and just constant communication. So we’ve got Metro Express which is a weekly newsletter that we put out and we use that to show many examples of things (Tina).*

However, an interesting addition to the internal branding suite was consideration of the employees’ spouse, and how to communicate with them to engage them and help them understand their partner role:

*In the early days we did Metro TV which was basically DVDs that we filmed and we sent those to home – to homes because we identified that the employee was one thing but if their partner saw and understood – because we had so much to change, if they understood perhaps what their partner was going through with things that were changing at work but actually could see the bigger picture, that was a support mechanism too (Tina).*

MTM highlighted that road shows became less efficient over time, and the Metro PTV was a good strategy to create brand advocates:

*Yeah. Well it’s empathetic but also it gets more people seeing it and more people advocating for the change in the Metro story. So we did quite a few of those over a period of time. We did road shows but in fact, as much as they were good at that point in time, we haven’t really continued them because they’re not very efficient. It’s a lot of time from a small number of exec people and often we’d only reach half the staff, even if we were at – I did road shows at the Epping rolling stock depot at 2am and then you’d be at 4am somewhere else. So we did go to pretty great lengths to try and get to people (Tina).*

The interviewee also stated that the Dumb Ways to Die Campaign (discussed in Sections 4.5B.4.6 and 6.5.2.2), also assisted Internal Branding:

*So for example Dumb Ways to Die, a lot of the purpose was actually for our employees. So yes it was external but it was actually showing our employees that we care and we know what they go through (Tina).*
**4.2B2 Functional / Improving Operational Efficiencies**

This section discusses the initiatives that AROs have undertaken to improve operational efficiencies.

**4.2B2.1 Aurizon – Functional / Improving Operational Efficiencies**

Improving Operational Efficiencies has been a key focus area for Aurizon during and after their name change rebranding, in fact it could be posited that Improving Operational Efficiencies has been their major focus. The major components of their implementation strategy to enhance operational efficiencies has been the ‘Integrated Operating Plan’ (IOP), and the ‘Drive to 75’ discussed hereunder:

**4.2B2.1.2 Aurizon Integrated Operational Plan (IOP)**

Aurizon’s drive to improve efficiencies is underpinned by their integrated operating plan (IOP). Aurizon state that (Aurizon 2014a, p. 2):

> ...the Integrated Operating Plan is an enterprise-wide approach that is helping redefine and improve our core business model. It is the cornerstone of our rail operations transformation, delivering value for our shareholders and customers across our national operations in the coal, iron ore and freight supply chains. It drives continuous, sustainable and replicable improvements in our core business. It is a different way of working and thinking.

The Integrated Operating Plan was designed to underpin the ‘operational transformation of Aurizon’, and is based on five core principles being people, service, safety, cost control, productivity and efficiency which are designed to create world-class performance.

![Figure 4.3: Aurizon Integrated Operating Plan – Core Principles](source: (Aurizon 2014b))
A key focus of Aurizon’s transformational process as described in the IOP then was (and remains) reducing costs, enhancing operational efficiency and increasing productivity. These objectives were crystallised in the company-wide initiative called the ‘Drive to 75’. This Operating Ratio (OR) was based on a rail industry metric used by North American class 1 railroads where a company’s operating expenses is compared against the company’s revenue. The sought after OR at Aurizon was 75 per cent by the financial year 2015 which essentially means that Aurizon would earn 25 cents profit from every $1 made. This is stated as being in alignment with global performance benchmarks (Aurizon Holdings 2014).

“Our CEO and head of HR prior to our rebrand had met with a number of class one railway companies in North America to talk about their key metrics of success and what they attribute to their success, which brought about a restructure within our business. So we were in the business unit model, we restructured to a functional model and we’ve developed a target of operating ratio, which we call our drive to 75 (John).

4.2B2.1.3 Aurizon – Rebranding Implementation: Hands On

A lot of work on the assets on the buildings and some of the rolling stock vehicles and all that sort of stuff. That was quite a massive piece of work…Much more involved in the deployment of the physical deployment of the branding than I’ve ever had in another company. I’ve worked in banking. I’ve done this a few times. I used to have a whole property team and just say here is all the style guides, just go off and do it and get it done. Whereas, I think here we got dragged in and even technical things, my guys and our marketing guys, getting the logo on the locomotive. They’ve got different models and they’ve got different configurations and stuff sticks out on some and doesn’t on others and all the safety elements and the durability (Luke).

4.2B2.1.4 Aurizon – Rebranding Implementation: Small Budget

Again, we didn’t have a lot of money to spend relatively. We really had to get the maximum rebranding done for the least cost and the quickest amount of time. So it was pretty tough (Luke).

Whereas here, it was very much, we haven’t got any budget for this, can we just run them through at overhaul and come up with a tactical solution, which was basically stickers on the side of the wagons, and we bring things back through. We’ll fix them up at that point in time. If you look at our rolling stock fleet, I don’t think we have anything branded QR. We might have a few old wagons roaming around that have still got the old red QR symbol on them. But there are quite a few QR National locomotives still running around (Joseph).

4.2B2.1.5 Aurizon – Rebranding Implementation: Low Key

Again, it was fairly low key. It wasn’t – again, I’m used to you change the brand, so I should try to think what we do at Qantas. I mean, if there was a brand change, or there was a tagline change, or whatever, it was all guns, hands on all wheel, get all of our aircraft up to that spec as quickly as possible. We’re talking weeks (Joseph).

Yes, so the – again, it was remarkably low key. I was part of the reason, at this stage, was talking to my VP at the time, just going, you know, these sorts of things take time, I’d love to get ahead of it, and you’re probably going to want to do it in two or three weeks, so if I can get out there, release the
drawings, put them all on the side, give them instructions, work out where the budgets go and do all of those sorts of things, and somebody tell me as early as possible, which is really why he did come to me and tell me as early as possible. But I was a little bit surprised about that, the roll out they had. So my involvement was fundamentally from a rolling stock point of view, getting that brand on to that rolling stock per the corporate (Joseph).

4.2B2.1.6 Aurizon – Rebranding Implementation: Logistics
So graphics designers are great for doing all that sort of stuff until they actually run the Aurizon name across the radiator and you can’t read the damn thing. So it was going back and working with those guys to say, well, yes, I appreciate you like Aurizon, you know, the symbol with Aurizon after it, but if you do that you can’t read it (Joseph).

All right, so if somebody opens up an old document and it’s on the old paper then it’s incumbent upon them to bring it up to the latest template spec which includes the new rebrand, and God help them if they forget it, because they’ll have a couple of managers out here, saying, get it changed, don’t do it again (Joseph).

4.2B2.2.1 Sydney Trains – Functional / Improving Operational Efficiencies
A major focus for Sydney Trains has been on improving functionality / operational efficiencies. The improvements to transport services six months following the rebranding was published by Sydney Trains on their website and includes the following points:

- **Overall Peak Punctuality target of 92 per cent exceeded at 94 per cent.**
- **More than 1,000 additional weekly services including more than 600 weekly express train services.**
- **65 brand new state-of-the-art Waratah trains.**

In summary, Transport Minister Gladys Berejiklian stated ‘Customers now have faster journey times, cleaner trains, new technology providing real-time information on mobile apps, and improved announcements’ (Transport Sydney Trains, 2014, p. 1).

4.2B2.2.2 Air Conditioned Trains
The public demand for air conditioned trains was raised as an aim of improving train services. The move for Transport NSW to include more air-conditioned rolling stock has been highlighted by the Transport Minister (Transport for NSW 2013b).

Minister for Transport Gladys Berejiklian today announced the NSW Government had delivered 39 brand new air-conditioned Waratah trains (312 carriages) – the halfway point of
the project. She said this means that 85 percent of Sydney Trains are now air-conditioned, up from about 70 per cent when the NSW Liberals & Nationals were elected.

4.2B2.3 Sydney Trains – Way Finding Signage at Stations

There was some angst that the wayfinding at stations had not been completed sooner and were not more uniform:

I think what we haven’t done very well is tackle things like... But the big thing that I think let Sydney down is the way – finding all stations and getting all the signage to look the same and be right and try and zone your information. There is that big signage piece that again, has been led by Transport... that has not really happened (Janine).

4.2B2.4 Sydney Trains – Advertising Centralised to Transport for NSW

An issue for Sydney Trains is that advertising is organised through the department of NSW, rather than Sydney Trains:

the marketing of transport is it comes primarily from Transport for NSW not from Sydney Trains. So there’s no marketing department here anymore. All of that’s been centralised up into – so that’s why it is – it is – the way that the brand and the visual brand and everything connects in with the business environment and culture is a little bit – it’s an unusual thing. Because you are part of a matrix of structure, we’re part of a cluster in the transport sector (Stephanie).

4.2B2.5 Sydney Trains – Disjointed Rebranding Implementation

A senior manager identified that the rebranding implementation had been somewhat disjointed:

Yeah well, as I implied earlier, the brand was given to us by Transport and put on the trains. We still haven’t really done a proper – by now I would have expected to have seen the stations properly rebranded with proper signage that was all matching. That’s what we do in the UK. I would expect all the uniforms to have been rolled out and that hasn’t happened. I think it’s possibly still a bit disjointed (Janine).

4.2B2.3.1 V/Line – Infrastructure Enhancement and More Trains

V/Line’s 2007 – 2008 Annual Report discussed the major infrastructure upgrades, the addition of 40 new VLocity trains adding an additional 5,600 seats capacity, the introduction of thousands of extra services since 2006, and a general 20 per cent fare reduction in 2007. The annual report attributed much of the passenger number ‘explosion’ to a consumer desire for alternative, affordable, quality public transport coinciding with major infrastructure upgrades (Aurizon 2008).
V/Line’s 2008 – 2009 Annual Report announced government funding supporting a $4.3 billion Regional Rail Link project as one of the biggest infrastructure projects undertaken in Victoria (V/Line 2009).

4.2B2.3.2 V/Line – Rebranding Implementation

V/Line highlighted the time and costs involved in rebranding implementation:

Yes and no. Changing the livery was a very slow process because again we didn’t have a lot of money. So the livery on the trains were changed progressively over quite a few years in terms of the whole fleet (Caroline).

4.2B2.4.1 MTM – Railway Infrastructure Investment

It appears to be surprisingly difficult to identify the real investment by MTM. According to John Holland 2013 Annual Report, (John Holland 2013 p. 42):

...since its inception in 2009, MTM has significantly boosted investment in railway infrastructure in Victoria, which is projected to reach over $2b by the end of 2014, following development and improvement initiatives that have been undertaken under the franchise.

4.2B2.4.2 Victoria Transport Wayfinding Signage

Consider this report on wayfinding signage (alone) in the Victorian Transport system in 2003;

By the end of 2003, there were over 56,000 items of signage in hundreds of different styles across the public transport system, leading to confusion for passengers and providing no unified sense of a public transport brand. The advent of Metlink provided the opportunity to present public transport as a single, integrated system, and to provide information to passengers in a clear and consistent way. To this end, the Wayfinding Signage Project is a $23 million roll-out of standardised, DDA-compliant directional signage across the train, tram and bus networks, to be completed by mid-2006 (Infrastructure 2005, p. 92).
Chapter 4 - Presentation of Findings – Within Case Analysis

4.3 CERF – Planning and Implementation

This section relates the ‘planning and implementation’ phase of the CERF. It pertains to RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name, b) logo, c) livery?

4.3.1 Aurizon – CERF – Planning / Implementation

4.3A.1.1 Brand Associations

I think we do have brand health [tracks], it gets reported quarterly. They mainly look at what are our brand attributes, rather than directly on competitors. Because we want the brand to stand for certain things, and we just want to make sure that’s resonating. However, that particular research piece is focused on consumers not our customers. We’re not really a consuming brand. I’m actually meeting with the research house next Tuesday to say, hm, this research isn’t helpful because it’s not telling me how we are competing with customers or what do our competitors do that’s different? Are we at where we think we are? (Courtney).

The community or the consumer brand piece is a little bit different. So they talk about awareness and consideration. Do you think we’re a good company? Good to buy shares in and that type of stuff. But not directly are they saying – they do do a scattergram and say, Aurizon’s here, Pacific National’s here, BHP’s here. We’re aspiring to be blue chip, that’s how they look at our competitive base (Courtney).

The main thing we do, as I said, the brand track and it’s a quarterly survey. We go into the communities in which we operate, so normal market research. So you’re going to do regional Queensland you’ll pick up a bit of Cairns and other places. We cut all that out. We go deeper into where we’ve got depots and operations. We’ve been measuring our brand since I’ve been here (Luke).

Yeah. We already knew that. We have 20 attributes that we measure in two groups. One we call competence attributes and another one we call likeability attributes. So things like are you bureaucratically well run? Would I invest in you, views about the environment and all those things (Luke)?

4.3A.1.2 Brand Associations – Prior to Rebrand

So really the drivers and motivations were people just didn’t really understand us. They couldn’t even get our name right. But most importantly, our brand was getting dragged down by the negative attributes that are associated with a government owned corporation. That’s got some – the government ownership and that has some positives, but it also has some negatives. The negatives were bureaucratic, not willing to – you’re fat and lazy….You are not efficient (Luke).

Yeah and customer focus as well. Again, we – and it’s probably on a public record. Our relationship with our customers historically hasn’t been great. Some of them were even trying to buy us at some stage before the IPO, some of the miners. We had a bit of a track record where we over-promised and under-delivered. So again, we’ve made huge inroads since then. We got to mention too, that we want to be world class (Luke).

Yeah and the negative associations with being a government owned company and unfortunately having Q in the name implies – or QR in the name – implied government. Or not implied, screamed it (Luke).
QR National’s chief executive, Lance Hockridge longing to shed associations with QLD was also reported in the media prior to the rebrand QR National as planning to ditch the last links with Queensland almost two years after its $6.2 billion float, re-branding itself ‘Aurizon’ as the 147-year old railroad group reinvents itself. The name change signals ‘a symbolic break from legacy issues of the past (Wiggins & Ludlow 2012, p.1):

... This new name makes a clear statement about our growing Australia-wide footprint and growth aspirations,’ he said. QR National, which provides freight rail services, is frustrated people continue to confuse it with the government-owned Queensland Rail group, which provides passenger rail services.

4.3A.1.2 Brand Mantra

The main brand mantra for Aurizon appears to be ‘moving a nation’, which was a slogan that was also appeared to be used when the company was named QR National. Commenting on QR national setting a freight record in the year ending 30 June 2010 by hauling 262.3 million tonnes of freight, QR National Managing Director and CEO Lance Hockridge said ‘These results underline the size and scope of QR National’s operations and demonstrate why we’re proud to say we are moving a nation’ (National 2010, p. 1). Aurizon currently describes their business as, ‘our everyday business is built on moving a nation’ (Aurizon 2016, p. 1).

Interviewees had different opinions on what words could viably describe a contemporary brand mantra for Aurizon, as follows:

I haven’t even thought about it yet. I’m not sure. I think I want to move away from being – I like the word moving because it doesn’t necessarily restrict us to rail. Because we do have road. You know we do build things as well. So I haven’t really thought about additional tag lines (Courtney).... Yep, I think so we can be a little bit nimbler (Courtney).

More innovative, more entrepreneurial and more commercially focused (Luke).

So three words, opportunistic, collaboration and I’d go in on the safety but I think I’ve been using safety as my Trojan horse for too many years now (Ben).

4.3A.1.3 Revolutionary Name Change

Interestingly at the initial IPO, it seems that an incremental name change was decided on so as not to diminish the Queensland legacy of the rail:

No, again, the only thing I would say is the initial change or the decision not to change QR National at the IPO, it was my understanding that that was a government decision, it wasn’t ours. I didn’t think – and I think that was very much about, again, it’s funny, rebranding and perception, the government
wanting to make sure that there was a clear link, that this was a Queensland business, both before and after it. So I mean the branding in that context, whilst I don’t think that was a commercial decision necessarily, it was a voter decision to make that connection that hey, yes, we’re privatising but it’s still a Queensland business, it’s still got the history (Joseph).

There apparently was some consideration for rebranding not to take place:

Initially, the strategy for the name for QR National, before I came in, was really to not release it. It was more just a soft launch and to basically use it for the purposes of the IPO marketing. So to give you an example, there is one view that we wouldn’t rebrand anything basically. We might have some business cards and some corporate stationary to deal with the pending – trying to get the IPO up and running. I came in six weeks before the de-merger date. Not that I was a genius. But I pretty quickly worked out that once the genie was out of the bottle, that we’d have to do some sort of rebranding exercise (Luke).

However, the name ‘QR National’ (as distinct from QR) was derived to identify that the company was morphing from a purely Queensland based operation to a national one:

Yeah, yeah and certainly the brand messaging around QR National was to talk about the national nature of the business... So there was a national aspect to the company already but probably not widely publicised or branded in that way (John).

There was discussion about how Aurizon should be pronounced:

There was a bit of discussion about how best to pronounce the name because initially a lot of people, especially people outside of the company were calling us Horizon rather than Aurizon (John).

I think it always gives – and the way that people say it, too, often, the pronunciation of it is very much a hard, A, U, and rizon. It feels like a forced concatenation of two things, if that makes sense (Joseph).

There was also discussion about the potential global names that Aurizon could be confused with:

People like to google everything these days so apparently Aurizon is a medication for cats and dogs in the UK and a gold mine in Canada (John).

People Google the name and they say do you know there is an animal suppository company in the UK and there is a goldmine in Canada and I said, so yes, yes, we know that. But again, it’s – people were like how do you pronounce it? Because the name is meant to be a combination of Australia and Horizon and meant to be beyond the horizon. But once they got that, it went quite well. It went better than we hoped (Luke).

The media also reported that the name was duplicated in a number of areas; ‘Aurizon – also the name of a Canadian goldminer that owns the URL Aurizon.com and a brand of ear drops
for dogs in the United Kingdom – was chosen after combining the words ‘Australia’ and ‘horizon’ (Wiggins & Ludlow 2012, p.1).

Some managers felt that the Aurizon name tried to hard:

*I think the logo is very strong. I think the name tries too hard* (Joseph).

### 4.3A.1.4 Desired Brand Perception / Associations from Name Change

Conversely, the intent of Aurizon’s ‘revolutionary’ name change was to distance the company from the Queensland legacy and broaden the association of the organisation as an Australian wide rail operator. The rationale for Aurizon’s change of name is clearly articulated in their 2012 – 2013 Annual Report, *‘In December 2012, QR National adopted the new name Aurizon. Aurizon is a combination of Australia and horizon. The new name conveys the geographical scope of the Company’s operations as well as the long-term growth opportunities on the horizon and beyond’* (Aurizon 2013a, p. 4). Some interview quotations follow:

To get away from the perception of the public that we’re still a government-owned entity that we have any association with the passenger services and to reflect the national nature of our business. So I think the Aurizon brand name is a combination of Au signifying Australia and horizon, signifying the probably potential future growth and the fact that we’re national (John).

The main objective was to free us of the shackles of the old company and those negative attributes. We didn’t think – and again, we weren’t naı́ve enough to think changing a name that our customers are suddenly going to think that gee, I’m getting better service. But it’s all part and part of it. You’ve got a marketing background, so you know how strong name – and even logos can be. It was that. But I guess it was also just to position us a bit more in terms of where we wanted to go. The drivers or the objectives were pretty simple. We wanted to be more than Queensland. We wanted to be more than coal. They were the two things (Mark).

Not for any non-affinity, I think, with Queensland, so to speak, but we have spent a lot of time indicating we’re a national business. So the A, U, being a moniker for Australia I think was a definite reason how they ended up with Aurizon, I’m not 100 per cent sure (Joseph). So with Queensland Rail or QR National it did have that stigma of, oh it’s a Queensland based company only. We have quite a considerable operation in the Hunter Valley. The name was really a refresh for everybody as well (Courtney).

The symbolic nature of the name change was highlighted:

The name change was really a symbolic example of the change that the company was going through. I think people don’t overtly articulate that. But it happens. It’s how they process the information. Because even to them, QR National – we still had customers who didn’t know we had operations outside of Queensland (Luke).
But no-one in the company ever said they wanted to keep the name. There was no trouble convincing anybody in the business at a management level or a customer facing level, should we change it. Everybody was just keen to get on and change it and move it on and obviously, whilst they didn’t articulate we’re losing business with not having this, but it was just something that we needed to do (Luke).

It’s a pithy line, but it is quite significant. The name change was really a symbolic example of the change that the company was going through (Luke).

There did however appear to be some confusion in relation to when and how the name Aurizon was formulated as discussed in 4.3.1.12.

### 4.3B.1.5 Evolutionary Logo and Livery Change

The most significant change of logo occurred when QR rebranded to QR National. Aurizon’s rebranding focus was primarily the change of name, with Aurizon’s logo essentially remaining the same as QR National:

So you would see that logo and see the name QR National next to it and it’s exactly the same logo, the same brand colours but the name change from QR National to Aurizon. So when you see on this locomotive there would have been no reason to change anything on the front of that loco because that loco logo is exactly the same now as when it was QR National (John).

The illustrations below depict Aurizon’s evolution of logo and livery from prior to the formation of QR National, following the formation of QRNational as Queenslands’ freight forwarding arm (2004), following the privatisation of QR National (2010) and finally with the renaming to Aurizon in December 2012.

The original QR logo on train livery is depicted in Figure 4.4 below:
Figure 4.4: QR Logo and Livery
Source: Gazette (2009)

Figure 4.5: QR National Logo 2004-2010
Source: Wikiwand (2016a)
Figure 4.6: QR National Livery 2004-2010
Source: Wikiwand (2016a)

Figure 4.7: QR National Logo following Privatisation and Rebranding 2010 – 2012
Source: Wikiwand (2016a)
Figure 4.8: QR National Livery following Privatisation and Rebranding 2010 – 2012
Source: Jacques (2012)

Figure 4.9: Aurizon Logo following Rebranding (2012-?)
Source: Wikiwand (2016a)

Figure 4.10: Aurizon Livery following Rebranding (2012-?)
Source: RailNews (2015)
4.3B.1.6 Logo Identification

Do you understand that’s a map of Australia? Do you understand what it means? We don’t – we didn’t focus group them either, because I just – in concept stage, I’m just not a – I think if it works and it fits you should go for it. But look, those colours and that logo were approved by the previous board for the de-merger. It just had QR National there for a while. Then we just flicked that out (Luke).

A lot of people don’t know it’s a map of Australia. We’ve never really pulled it apart and the brand guidelines, they don’t like you to pull it apart. But I kind of feel that it would be great visually to dismantle it and show how it comes together, and show the purpose of it. Just on the end frames of videos or something along those line. People can go, oh, that’s Australia and oh, east and west. But it’s never been used in that way before (Courtney).

So there was some information about why the name was Aurizon and what Aurizon meant. We hadn’t changed our logo so our logo, which represents Australia and the colours remained exactly the same. So it was really about just a name change, not a complete brand change as such (John).

Yes, because there was a clear separation from QR. I mean I thought I was quite ironic that the business that is no longer the government-owned corporation carried the letters QR where the business that was still government owned was Queensland Rail. So if you wanted to separate, in the minds of the public or potential shareholders the freight business from the old government business, you would have thought the QR tag would have stayed with the passenger services business. So I’m sure there are a lot of very smart people in the government that made a decision of why QR National was QR National and not straight away Aurizon but it certainly, from a brand tracking or brand perception perspective, confused the public as to whether we were still the old QR business because we were QR National.

4.3C.1.7 Livery Colours

Although not every manager thought that being able to identify the trains quickly was necessarily a good thing, particularly where the trains were associated with environmental issues:

The point I’m trying to make is the yellow logos are highly recognisable, and where there are concerns, of noise, emissions, dust, there can be a very quick connection, and immediate, and very strong connection, just because of the – as I said, bright yellow logos, you can’t miss them, you know exactly who they are (Joseph).

Look, you can sit there and overanalyse these things, I’m sure. A, U. So what does A, U mean to me. So A, U, there’s two things to me. The scientist in me says, look, that’s the symbol for gold, hence the colour. Yellow is also part of our national colour set. And A, U, in terms of Australia, obviously. I mean, that’s where I find the connection, or that’s certainly the stark yellow background that we use (Joseph).

The colours, I am assuming, relate more to the colours of the desert in the outback, the ochres and the colours we see out there. So I see the connection. I think it is a very – or it could be made a very good Australian brand. I think they are strong colours. I actually like the logo. But I’ve never heard anybody tell a story about why it is the way it is (Joseph).
4.3C.1.8 Brand Consultation

I don’t think there was a great deal of external consultation around the name change (Courtney).

But I understand you engaged an external consultancy company to assist with that (Interviewer). In Melbourne, yeah (Courtney).

Oh, I think there would have been some engagement with the communities. We have – the team that our brand area sits within also manages our public relations, our community engagement, and our communications area. So no doubt there would have been consultation amongst that group and how best to engage with the communities that we operate in about the rebrand. I mean we certainly wanted the message that we had changed from QR National to Aurizon to be clearly understood in the areas that we operate (John).

Yeah. We had an agency that worked on the de-merger branding. So they came up with the logo and everything for QR National and they did the Queensland Rail one. We re-engaged them. They did a bit of work on name options the previous time. But it really didn’t get the light of day because the Treasurer at the launch famously said that QR and QR National will be the Q in Qantas and forever be known as a Queensland company. That was – the board, they looked at a few alternatives. But it was just always going to be the default option (Luke).

Yeah. We use Colmar Brunton, who are a multinational research company. They do it on our behalf (Luke).

Some observers had some interesting comments regarding the (inadequate) contribution of board members to this process:

If you ever want to distract a board, ask them to ask for the colours on something they agree or on something to do with brand or something to do with the name, and they’ll spend hours talking about that. With real serious issues, they just tend to brush right past (Matthew).

4.3A.1.12 Formulation of Name Change

As a potential catalyst for the name change, there were indications that the former name (QR National) may not have been appropriate as a name for freight as it was too close to the passenger rail name QR (Queensland Rail):

There is a lot of confusion and anecdotally, QR National, you look at the construction of the name itself. It’s an acronym and a word. It’s got five syllabuses, which is probably one too many. It says Q for Queensland, but we’ve got the national in the name (Luke).

There were however very diverse views from senior managers and other industry observers as to when and how the name ‘Aurizon’ was derived:

No, and I believe that the name had been trademarked at the time of separation in 2010. I don’t know that for sure but that was what I’ve heard but the government didn’t want to adopt that name at that time but I believe the name was discussed back in 2010. So it had been kind of reserved for us for the
appropriate time...for whatever reason, it wasn’t used at that time, if indeed it was discussed and someone mentioned to me that we had already had the Aurizon name trademarked as ours back in 2010 (John).

I don’t believe that the staff were involved either the two years or at IPO or subsequently, and my motivation for saying that is the actual name itself was a surprise to the organisation, and I didn’t hear anybody go, yes, we talked about that two years ago, if that makes sense. But I believe that Aurizon was selected a couple of years prior to that (Joseph).

I don’t believe so. I think the name Aurizon was chosen actually before IPO. It was one of the short listed ones. So I think it was always going to be that. I think there was lots of work that Mark did post the approval of the name change. So first of all it needs to get approved. It’s quite significant to get a whole company name changed at an AGM or EGM. So there was lots of pieces of work done in preparation for that. It had to really be a contingency plan to say, if it doesn’t get up we need to go back to QR National and what does that mean? If it gets up its Aurizon, what does that mean?

I remember at the AGM we had two videos playing. One that would be announcing the name and what it would look like and feel. Then the other one was here, which was just QR National in the same loop tape. It really was about setting the scene for the shareholders after they voted it in to make them feel good (Courtney).

There were observations over the speed at which the name change occurred:

I would argue that I have the prevailing view within the organisation that this was a name that we always had in mind to change to. Part of the thing that reinforced it...is the speed at which it happened (Joseph).

I certainly get the impression that Aurizon, I would state that it was a surprise to the organisation, there was an announcement that was made that wasn’t well telegraphed internally prior.... So I think it was the intent to change the name at IPO, and weren’t allowed to, and it was always held over for a period of time. But it was always going to happen, if that made sense (Joseph).

There was an explanation as to why the name change execution happened so abruptly:

We needed a 75 per cent vote. The way it was executed...the cat was out of the bag. In terms of engaging the workforce, it was quite a challenge because notices were going out to shareholders and a lot – just about all of our employees were shareholders, because a lot of them got...some free shares in the float. Not that they read the notices necessarily. But – we had to be very careful how we worded it because we were seeking approval from our shareholders to do this (Luke)

Lance put a note out, which we wrote, just saying that. Then it went to the vote. From an execution perspective, it was quite a risk between that notice going out. We told our employees a week before the shareholder notice when out, obviously and there was about a six or eight-week period between then and when it was going to the AGM for approval. Then we started our internal launch and external launch and whatnot. We couldn’t really prime them up and give them the strategy and the reasoning behind it. We basically just summarised it in a two-page note (Luke).

We had quite a tight timeline...the approach we took, we did as much as we could in the time we were given, because Lance knew that if we didn’t do it by this year’s AGM, we have to wait another year (Luke).

Some initial reactions from employees:
People Google the name and they say do you know there is an animal suppository company in the UK and there is a goldmine in Canada and I said, so yes, yes, we know that. But again, it’s – people were like how do you pronounce it? Because the name is meant to be a combination of Australia and Horizon and meant to be beyond the horizon. But once they got that, it went quite well. It went better than we hoped.

(Luke).

Some rail industry observers external to Aurizon, identified that they had reservations about the formulation of the name:

I’ve always been amused by Aurizon’s, because I just don’t know how they came up with that name...Most people just say, what does it mean? You can see horizon, long-term horizon, Australia, horizon. It’s a long... (Matthew). So you think the name was a bit too clever? (Interviewer) Yeah (Matthew).

**4.3A.1.13 Aurizon – Efficacy of Name Change**

Some senior managers credited the name change with playing an essential role in swiftly changing perceptions and allowing Aurizon to win more business.

They said do whatever you want, but we just want – deliver on time and be on time and be prompt and give us a great service. But in saying that, we know that the name has probably perceptually helped shift us away from that government owned thing. Pacific National used to have shots at us earlier in the stage and with the fat, lazy sort of – the ex-monopoly one. We don’t seem to get that anymore. I’m not saying that’s just because of the brand name. It’s probably because we’ve gone through massive change and just become a lot more competitive. But it’s all part of it. Did it help us gain market share? Let me put it this way. We’ve picked up a lot more business. We won – we’ve retained contracts that everybody thought we wouldn’t retain. I’m not saying the brand name did that, by any means. It’s all the hard work of the sales guys in doing these deals and building in efficiencies into these contracts. But the name helps (Luke).

We get that at an anecdotal level and even with our intermodal business, which is a smaller part of the business. They do a lot more transactional stuff and they’re really trying to get in the door with the Coles and the Targets and some of those retail names. They gave us feedback that – they’re just saying that they never would have – anecdotally, but they never would have got in the door with some of these customers before. But we did a number of things. One was the brand name. But we helped them with their tenders and made them look a lot more professional. That helped (Luke).

The point was also made that it was more important what the company did with the brand name, than what the brand was renamed to:

You could argue we could have called ourselves anything. But I don’t think that’s quite the case. But again, what I try to say to people, the name is important, but it’s more about what you do with it, rather than what you call it (Luke).

It appears however that there was some angst in the company regarding the drive for cost cutting and employee retrenchments whilst money was being spent on the rebranding exercise:
Some of the biggest issues we were concerned with is people saying hang on, we’ve got to drive for 75. Why are we trying to cut costs everywhere? We’re shedding staff. But you guys are coming up with a new name and spending more money and everything else. Part of it was really to explain why this is important in commercial terms (Luke).

Some observers outside the organisation were also less than enamoured by the name change and associated rebranding costs, as one rail industry representative commented:

My understanding is, Aurizon spent about a million dollars doing research to come up with the name Aurizon, and people still get it wrong. Some people call it o-r-i-z-o-n. I don’t know who did the market research on that but I was a bit surprised when that name came out (Matthew).

Nevertheless, a graph depicting share price fluctuations in Section 4.6.1.2 clearly demonstrates there was a significant increase in the organisations share price immediately, and for some time following Aurizon’s announcement of their name change.

4.3B.1.14 Aurizon – Current Brand Personality

Interviewees described Aurizon’s Brand Personality in terms of key terms:

The personality of Aurizon? Ambitious but not reckless. So I think the company has got a very strong sense of identity of what we’re good at (John).

So when you overlay that on everything you do, you’re cautious first rather than reckless but certainly confident and ambitious (John).

It’s somebody that’s quietly confident but not sitting in the background….We know where we need to be and how to get there. We’re on the road. We’re making progress and we want to reflect that in our whole attitude. We are still, I think, a reasonably conservative brand, but determined, momentum, starting to realise our potential (Luke).

The brand personality was also described in terms of actors:

I think the – describe yourself as an actor. The old company was – Bill Hunter, the old crusty guy with a grey beard. He’s died now. Now we want to be somebody like Hugh Jackman. Understated, Aussie, well respected (Luke).

The desired brand personality was also compared to other blue chip companies:

Yeah, BHP. Interesting, from a brand perspective, we see BHP as a role model, because they are an iconic brand in this space (Luke).
4.3.2 Sydney Trains – CERF – Planning / Implementation

4.3A.2.1 Brand Associations

Some interviewees obliquely acknowledged the legacy issues associated with RailCorp:

So City Rail had attached to it a lot of legacy, there’s good and bad in that. But we – you’ll see that on the modal logos, the common denominator is the shape of the logo and the word transport (Susan).

Other interviewees were more forthright in their summation of the brand associations resulting from RailCorp’s legacy:

I also think that here there was this terrible kind of reputation around the old RailCorp brand, which was all about City Link and all kinds of other weird stuff that I never quite understood why it had all been left lying about for years.... really having read the press coverage of it before I got here and all of that was RailCorp had a terrible reputation.... it was quite clear that Railcorp’s reputation was poor. I think there was quite a high level of de-motivated staff, subject to corruption enquiries all the time, the staff and – I can only imagine that the whole RailCorp brand was completely polluted (Janine).

So I suppose what Transport and the Minister I suppose – I expect was very, very involved in this – wanted to do was demonstrate from 1 July that this was a break with the past. That for the customer Sydney Trains was going to be something different. But that hadn’t quite caught up to the internal side of it, which for me, is just as important. You want your staff to be living and breathing your brand as well (Janine).
4.3A.2.2 Brand Mantra

Sydney Trains brand mantra appears to revolve around the statement, ‘*The customer is at the centre of everything we do*’ (Rail Corporation NSW 2013, p. 10).

Interviewees provided the following key terms that express their perception of what a contemporary Sydney Trains brand mantra is, or could be.

*Safety, pride (Stephanie). Bright and friendly (Donna). Bright, agile and visual (Susan).*

Yes. It is – that is the mantra, the customer is at the centre of everything. It’s in big fat letters down in our lobby. It’s part – the marketing and communications branch, which is what brand sits within, is part of this division called customer experience division. So that’s a fairly unique thing in a big transport government entity to just have this sole focus on customer (Susan).

*Good company, leading edge, contemporary, integrated. They’re all very positive, bright kind of words, aren’t they? (Susan).*

*Modern, dynamic, friendly, helpful, all of that (Janine).*

*Customer centric or customer focused…. I’d like to think we were kind of friendly (Janine).*

*Innovative. It would be nice to think that people thought we were doing quite innovative stuff. I don’t think we’re quite there with telling the story about all the things we are doing. But we are doing some quite interesting stuff (Janine).*

4.3A.2.3 Desired Brand Personality

I just thought we’ve got to make this a bit more fun if we want people to get out there and be happy and bright with our customers. We also need to maybe not just take a very dark, corporate line. Make it a bit fun, make it a fun brand. If we just use visuals that are a bit funny or a bit – you don’t have to make everything so serious (Donna).

*Is something that make people feel like they’re people and not just a number on a train (Susan).*

4.3A.2.4 Genuineness of Rebrand

Some interviewees stated that the rebrand was more than a ‘brand refresh’ and constituted a genuine change:

*Look – yes, I think it’s really important that we don’t channel money just into a brand refresh and ignore all the other stuff. Okay, it’s not a blanket. It’s not a masking exercise we’re doing here. It’s genuine change, and the brand effectively flags that change. So I think it has a genuineness and an integrity to it. I don’t know if I could be involved with a company that is involved in just the cover up, and it’s just a pure marketing exercise. I see it as much more than that. I think that is coming through (Susan).*

The importance of the rebranding exercise to all Sydney citizens was also stressed:
There’s certainly been fun moments. Look, it’s a massive project. It’s really wonderful to be part of this, because soon after I got the job here, it dawned on me that the brand work touches every single person that lives in New South Wales, because you are the – if you walk down the street, you interact with public transport. If you drive a car, you interact with Roads and Maritime. If you’ve ever been in a boat or travelled across a bridge. There’s not a lot of things that will touch every single person in New South Wales (Susan).

On July 1 2013 the former City Rail (Rail Corp) was rebranded to Sydney Trains (for Sydney services). Given the total renaming of this service, the initiative undertaken under the ‘fixing the trains’ entails a revolutionary rebrand as defined by Muzellec and Lambkin (2006).

The rationale for the renaming is discussed by interviewees below:

4.3A.2.5 Formulation of Name Change
Some senior industry representatives had an unusual (and to date totally unconfirmed) explanation for the name changes:

Yes. Sydney has been set up into two identities: New South Wales Trains and Sydney Trains ready for privatisation (Matthew).

So The Hop is something that the public don’t see. That’s our name for it. It’s to distinguish it, say, from the Waratah. So you don’t – I mean, The Hop is kind of a suite – shorthand for this new brand, because it has those elements of agileness and the energy and all of that sort of thing. It’s very much about hopping between those. So it’s seen as very very easy. That’s where it really came from, is The Hop (Susan).

In relation to the name Sydney Trains, some managers liked its straightforward simplicity:

But I actually think the name is great, because I think it does what it says on tin. I think it’s not trying to be something it’s not. It’s pretty self-explanatory and I’m all for those kind of names (Janine).

4.3A.2.6 Sydney Trains – ‘Geographic’ Evolution of Name
It is however evident that Sydney Trains name is a intriguing re-development of the geographic brand name orientation from the 19th century. As Table 4.2 below illustrates, in the history of New South Wales Railways nomenclature, the brand name had a geographic orientation from to 1849 to 1859. This was superceded by a descriptive name, and then a geographic brand name was reintroduced from 1888 to 1932. Since then the brand name has primarily been descriptive. Finally it has gone full circle and in 2013 arrived back as a brand name with a geographic orientation and the ‘new’ name, Sydney Trains which is closest to the organisations very first (1849) name, Sydney Railway Company.
Table 4.2: Evolution of New South Wales Railways Nomenclature

<table>
<thead>
<tr>
<th>Name</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sydney Railway Company</td>
<td>1849-1855</td>
</tr>
<tr>
<td>Hunter River Railway Company</td>
<td>1853-1855</td>
</tr>
<tr>
<td>New South Wales Railway</td>
<td>1855-1859</td>
</tr>
<tr>
<td>Department of Public Works: Railway Branch</td>
<td>1859-1888</td>
</tr>
<tr>
<td>New South Wales Government Railways; Department of Railways</td>
<td>1888-1932</td>
</tr>
<tr>
<td>Department of Transport</td>
<td>1932</td>
</tr>
<tr>
<td>Department of Railways</td>
<td>1932-1972</td>
</tr>
<tr>
<td>Public Transport Commission</td>
<td>1972-1980</td>
</tr>
<tr>
<td>State Rail Authority</td>
<td>1980-1996</td>
</tr>
<tr>
<td>Rail Access Corporation</td>
<td>1996-2001</td>
</tr>
<tr>
<td>Railway Services Authority</td>
<td>1996-1998</td>
</tr>
<tr>
<td>Rail Services Australia</td>
<td>1998-2001</td>
</tr>
<tr>
<td>Freight Corp</td>
<td>1996-2002</td>
</tr>
<tr>
<td>State Rail Authority (new)</td>
<td>1996-2007</td>
</tr>
<tr>
<td>Rail Infrastructure Corporation</td>
<td>2001-2003</td>
</tr>
<tr>
<td>RailCorp</td>
<td>2004-2013</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>2013-?</td>
</tr>
<tr>
<td>NSW Trains</td>
<td></td>
</tr>
</tbody>
</table>

Source: Adapted from Longworth (2012a, p. 14)

4.3.2.6 Livery Colours

The colour yellow on the livery was attributed to safety requirements:

Yeah. We maintain that very bright yellow as a safety colour. So in engineering terms, it was deemed really important to have the yellow on the front of the trains, so that’s when engineers or people are working on lines, they can very clearly see the train coming down the track. Additionally, with the doors on trains, for disability access reasons, you need to have a 30 per cent distinction between the door colour and the not door colour. So we could have painted them any colour that has the 30 per cent distinction, but again, budget comes into this. So yellow’s there, yellow works, why do we throw the baby out with the bathwater (Susan).

4.3.2.7 Overarching logos and livery for integrated, intermodal transportation

The focus on creating and achieving a broader integrated transport brand and intermodal transportation service was highlighted in the interviews:

So there’s an organisational change. With that came the realisation, I think, that people don’t catch a train, a bus, a ferry, they catch a mode as part of an integrated journey… So we want to open up those doors a little bit and say, actually, it’s part of an integrated – a mode is part of an integrated journey (Susan).

Media identified that the new brand, referred to as ‘The Hop’, was the primary conduit to create an overarching integrated brand for all modes of public transport services. These
modes include, buses, trains, ferries and light rail each of which would be represented by the same shaped logo and a separate colour as depicted in the illustration below (Figure 4.12):

Figure 4.12: ‘The Hop’ – An Integrated Transport Brand for NSW Transport
Source: Source: New (2013)

Minister for Transport Gladys Berejiklian identified that the integration of the logos would simplify public transport information and make transport stations and stops easier to recognise. This would improve the customer experience for commuters and tourists and make the service comparable to world leading cities.

Unlike other global cities like London and Paris, we have never had one integrated and recognisable brand for transport...When you go to London and see the round symbol you know there is public transport nearby, whether it is the underground or a bus or other mode – it’s an integrated system that works well (Transport for NSW 2013a, p. 1).
4.3C.2.8 Evolution of logos and livery from CityRail to Sydney Trains

Figure 4.13 below, provides a depiction of Sydney Trains predecessor, CityRail logo (1998 – 2013), and Figure 6.20 shows the cobranded NSW Government Logo. Figures 6.21 to 6.22 depict the overarching ‘hop’ integrated transport brand and the new Sydney Trains Logo. These Figures are followed by a discussion of the brand logos.

Figure 4.13: CityRail logo 1998 – 2013


Figure 4.14: Transport CityRail logo 2010 – July 2013

Figure 4.15: CityRail rebranded on 1 July 2013 to NSW TrainLink and Sydney Trains

Source: New (2013)

Figure 4.16: Sydney Trains rebranded logo (1 July 2013)

Source: New (2013)
Figure 4.17: Sydney Trains rebranded livery (1 July 2013)

Source: Informa (2015)
4.3.3 V/Line – Corporate Rebranding Framework – Analysis

4.3A.3.1 Brand Associations Prior to Rebrand

This brand audit process revealed some interesting facts regarding the perception that the public had towards the V/Line brand:

Outdated Perceptions

From an external stakeholder perspective, it was a little bit different, but along similar veins to be perfectly honest. Obviously external stakeholders have got other expectations of V/Line. It comes more down to business-to-business and managing commercial relationships and also the government relationship.

We also did quite significant research with customers and on customers. Again we found that the perception of V/Line was, people were talking about red old rattlers. We haven’t had a red; the red old rattlers hadn’t been in service for more than 10 years. So perceptions were really outdated (Caroline).

Expensive Travel

There was also this perception that travelling with V/Line is really expensive when in fact we actually, around that 2007 mark, cut our fares, or our fares were cut I should say, by in some cases up to 50 per cent. Yeah. So we did a lot of perception research where we said, how much do you think it would cost to travel with you and your family to say Warrnambool from Melbourne? People are saying, it’d be at least $300. Okay it’s $98 return, there and back, for you, your wife and your four kids, so there was huge perception gaps out there. Also this idea that V/Line is old, V/Line is slow, V/Line is expensive (Caroline).

Community Loyalty and Regional Feelings of Ownership – The ‘Rail Footy Club’

A regional commuter who, V/Line’s been part of their life or their community for their whole life and they feel that affinity with the brand and certainly a lot of loyalty and ownership actually. One of the key things that came through when we did the research was that people are saying, what are you doing to my V/Line? V/Line is ours. It’s really weird. I’ve never worked for a company where brand perceptions have been like that. It was almost like, I only can compare it with being a footy club. Yeah, that thing you know, people are really heavily invested and they get really annoyed when the government does things to what they perceive to be their V/Line. So the government’s the coach of the day if you like. It’s bizarre. I’ve never had anything like it before (Caroline).

4.3A.3.2 Brand Personality Prior to Rebrand

The audit process identified some outdated brand personality associations:

Yeah absolutely. It was very much seen as – one of the words that were described, to describe the brand was daggy. Yeah, daggy and outdated, you know, the old guy out in his tracky dacks. So that was major. That was primarily the goal of the rebrand was to update and refresh rather than completely renew (Caroline).
It also identified some negative ones:

So big, slow, dependable, but potentially not very open to change (Caroline).

The audit process also identified some positive brand personality associations:

But back then we were talking more about brand personality value. It’s things like contemporary, dependable, welcoming, you know portraying country values (Caroline).

**4.3A.3.3 V/Line – Current Brand Personality**

There was therefore a strong sense of the brand personality associations V/Line wanted to move away from, and move towards:

One of the images we use is of a, say a man. He’s probably – because there’s still, in terms of if the brand has a gender – we’re still probably quite male. So one of the images we’ve used is, the old one is the old man in his tracky dacks. The new one is more sort of in his thirties, quite professional looking but without the tie: modern, progressive, contemporary, open, flexible. Yeah, that’s the image we’ve been using. If you like, V/Line was a person this is what he would look like (Caroline).

There was also clarity about the brand associations that V/Line wanted to retain:

V/Line as a brand has very strong brand equity. It has a very strong resonance with country people. So we needed to be very careful in terms of the rebrand to make sure that we still stayed relevant and still kept the country values that people expect from us and that people liked about us, but very careful consideration between that and being contemporary (Caroline).

V/Line also identified that they have a unique brand essence ‘the best of both worlds’:

Well from a brand essence point of view, when we rebranded, the brand essence was, best of both worlds. This essentially meant that V/Line enables you to have the best of both worlds. So that’s living in country Victoria with all the great things that come with living in country Victoria, but also having access to the city and everything the city’s got to offer including city wages if you’re working in the city. So that was very much the brand essence back then (Caroline).

In contrast to the other rail organisations, V/Line’s (2007) rebranding consisted of minor aesthetic changes to the livery and logo, whilst the name remained the same. Thus, in accordance with the ‘Rebranding as a Continuum’ model, V/Line’s rebranding can be classified as ‘evolutionary’ (Muzellec & Lambkin 2006).

**4.3A.3.4 Formulation of Name Change**

In relation to potentially renaming V/Line, it appears that there was no discussion that the name should be renamed:

There were no discussions that I was a part of to change the name. I don’t know if that was a direction from the Board and the Executive. I didn’t even enter into that conversation. I actually don’t
4.3A.3.5 Brand Consultation

We do both qual and quant. So we started off with focus groups. We did focus groups both with regional audiences and metropolitan audiences. We did it with current users and current non-users. We then validated those findings through qual, sorry through quant. So phone surveys (Caroline).

Quantum Market Research. We also – FutureBrand was the brand agency. I’m sure you’ve heard of them before. Then our creative agency at the time was an agency called [20/20] (Caroline).

4.3C.3.6 Livery Colours

Interestingly, V/Line’s livery change did not follow an analysis of customers’ perceptions of different colours, or research into the attributes of different colours on locomotives or transport livery, rather it was predicated by the available colours in a colour palette offered for all Victorian transport modalities.

Basically Metlink was an agency responsible for the marketing of public transport. They decided from a brand point of view to embark down on a modal colour scheme so that metropolitan trains are blue, as in way-finding signage and stuff like that, trams are green, metropolitan buses are orange. They then received a directive that V/Line should be included so what was left on the colour pallet was yellow, red and purple and a very hot pink. So after a lot of toing and froing, obviously the colour choice needed to work together in harmony with the other colours. Also needed to work on signage, so being very clearly recognisable and bright. That meant red had to go. Red signage in the railway environment tends to mean stop, so not a particularly good colour to have everywhere. Even though the brand colour is red, different, yellow doesn’t, can’t work for that purpose. Hot pink felt just way too far away from the V/Line brand. So that’s how we ended up with purple. So the rebrand was also addressing the fact that the decision had been made that V/Line’s colour was purple (Caroline).

Yeah. That was, the reason we incorporated the purple was because of this decision to make the regional transport colour purple. Yes, it wasn’t – it’s one of these things where you work with what you’ve got, and also one of the reasons that drove the rebranding as well, as in we’re looking, going well. It was supposed to be purple but purple doesn’t even exist in my colour pallet (Caroline).

So the green of the livery was a surprise as well. They just arrived on the VLocity trains, the green on the seats and that type of a thing? (Interviewer). Yeah we were certainly – from a marketing point of view that was a surprise yeah (Caroline).

Similar to Sydney Trains, the colour yellow in the livery was attributed to the high visibility that the yellow confers which aids in safety:

So that’s safety. So it’s like high vis, it needs to be high vis on those trains the same on – it’s a safety, you need to keep that yellow. Yep, so we’ve also added, especially with V/Line, extra safety strips down here, so that goes right along and along the top here, this is also high vis as well. So at night you can see it and stuff like that. Because obviously safety’s first so we wanted to put as much safety into it. Also our V/Line regional coaches as well, that connect with our V/Line trains will also be purple as well (Amy).
V/Line also commented on the new ‘umbrella brand’ being rolled out by PTV:

*Interviewee: They’ve also just, a couple of weeks ago got a prototype running around with new livery on it which is the branding, the overall network branding from PTV. The logo is still the same but it’s a different layout. Yeah and the operator brands become operator brands. The PTV’s vision is to be the one-stop-shop for all public transport in Victoria (Caroline).*

### 4.3C.3.7 Logo and Livery Colours Evolution

V/Line underwent an ‘incremental’ rebrand in 2007. The rebrand primarily consisted of minor aesthetic changes to the livery and logo, whilst the name remained the same. The logos in Figure 4.18 below show a transition from an orange and grey visual image to a maroon and blue colour scheme:

![Figure 4.18: V/Line Corporation ‘Evolutionary’ Logo Rebranding](Wikiwand (2016b))

V/Line’s logo is challenging to classify. Ostensibly, the relatively clean lines make it look like a simple design. However, it is more likely to be *elaborate*. An elaborate logo is described as, ‘not simply intricacy, but appears to capture the concept of design richness and the ability to use simple lines to capture the essence of something. It is comprised of complexity, activeness, and depth’ (Henderson & Cote 1998, p. 17). V/Line logos would appear to have these qualities.

Figure 4.19 below provides a depiction of V/Line’s livery rebranding:
In 2013, PTV rebranded the entire Victorian integrated transport network. The rebranded livery for V/Line is depicted below:

Figure 4.20: PTV Rebranded Livery on V/Line: Incorporating ‘Prism’ Effect and PTV Brand
Source: imgrum (2013)
4.3.4 MTM – Corporate Rebranding Framework – Analysis

4.3A.4.1 Brand Associations

Whereas of course our metro style commuters, they don’t have that affinity with the brand. They expect completely different things, very different expectations. So customer satisfaction’s been going up and down a bit to be honest (Caroline).

Yeah, I think customer satisfaction and things like that, I think obviously MTM measure that quite regularly, customer satisfaction, as do we. So Metro have those statistics on their website. So if you go to Metro’s site they often publish what their customer satisfaction is (Amy).

Some representatives of organisations associated with Metro indicated that their audit includes an assessment of the steps involved in rail patrons’ journey and the physical touchpoints that influence the experience.

Yeah, and I think an important part of that is not just about what the livery looks like, you’ve got to take the customer’s journey. So if you’re looking at a – like we did for MTM. So you’ve got to look at the 10 steps of a customer’s journey. Prior to their departing, when they’re at the station and how their journey is across that part and what does it look for them in the way that we have our way finding and then our, then getting down through the station environment onto one of the trains. What is that experience for them, and that’s where brand plays a huge part, and how we deliver that. So it’s not just about livery, it’s about that whole experience and it needs to interconnect and that’s what obviously that we’re working very hard on doing. So that’s what you’ve got to look at when you’re doing a brand. It’s just – and I think you need to take that into consideration – and this is my opinion – when you’re looking at a brand that you need to look at it as a whole package, not just as one piece (Amy).

Auditing is part of that, to know what you have is important. To know what assets you have and what you need to do, what needs to be removed, what needs to stay, those sorts of things and that’s what we take into consideration when we’re looking at anything on the network. Because there’s a lot of confusion out there now. You have advertising, there’s all these sort of things and does that add to the customer experience (Amy).

The also indicated that they undertake an audit of patrons’ technological requirements:

They’re all the things that obviously as people’s technologies and what they want on board, do they want screens on board, what are they after? You’ve got to look towards that for the future and that’s obviously something that plays a big part in when you’re doing a rebrand (Amy).

However, the audit process / history was less clear from other interviewees:

So yeah there was some talk about it but I think the equity in the brand is really strong actually. All the brand research that we do, there’s very strong brand recognition after only five years or even three or four years. It was still very strong brand recognition, sometimes for the wrong reasons (Tina).

4.3A.4.2 Brand Personality

All the literature says if you want to build a great brand it should have some sort of personality (interviewer). Absolutely, yep, completely agree (Tina).
So it all comes together as to people’s perception of us. I would like to think that they think we’re innovative, we’re creative, we’re friendly and have got a bit of spunk (Tina).

4.3A.4.3 Brand Mantra

We want people to like us...They’re never going to love us (Tina).

So this is – a brand person will be friendly, proactive, forward thinking, consistent, confident, responsible (Amy).

The following statement could be construed as MTM’s ‘brand mantra’: ‘Our vision is ‘a proud railway for everyone, everyday’ (Metro Trains 2014, p. 2).

4.3A.4.4 Formulation of Name, Logo and Livery

MTM identified that they had created the brand name, logo and livery design as part of a ‘franchise tender returnable’:

The brand manufacture wasn’t from the Government side. We did all of that. Yeah I did all of that. So we had – and every company tendering had to – that was a tender returnable. So everyone had to come up with a brand strategy and a brand name and whatever (Tina).

4.3A.4.5 Government Brand Ownership

It was however interesting that the Intellectual Property rights of all the brand elements were held by the Victorian Government:

No it’s ours and PTV have now adopted it. Well when I say it’s ours, we developed that as part of the Metro brand and PTV have now adopted it in various colours across all of the modes (Tina). For Government to be owned by Government and to be their IP (Tina).

So the brand Metro was developed and introduced and the State, now PTV, owns that brand. The Connex brand, dropped away and the Metro brand is what it is today and it’s owned by the State (Tony).

4.3A.4.6 Government Control

Indeed, it appeared that government control increased rather than diminished during the franchise term:

Well we have had. We’re having probably less so now. So PTV are certainly more controlling than they had been (Tina).

4.3A.4.7 Desired Name Change Associations

The rationale for the brand name (Metro) was explained in terms of transitioning from the perception of a suburban railway to having an equal standing to prestigious global cities:

Well I guess it was really about the promise of a true Metro which was high frequency and trying I guess to take Melbourne from being a suburban railway with – it needed to represent what our offering was from an operational perspective. So Metro’s a name that’s commonly used for railways around the world so Paris has a metro and lots of people have what they would call a metro. So it was
really about us promising to add more services, even out the service frequencies, those kinds of things, and bring Metro into a comparable service in the future to other big cities around the world (Tina).

4.3B.4.8 Logo and Livery Design

MTM highlighted the considerable effort that had gone into designing the logo with a complementary livery:

...absolutely. We went through quite a scientific process I guess to come up with the actual brand delivery, the approach. We changed significantly the style of the branding on the trains so it wasn’t just a logo placed on there (Tina).

The rebranded ‘Connex’ Logo to ‘Metro’ is depicted below:

![Connex Rebranding to MTM: The New Logo](image-url)

**Figure 4.21: Connex Rebranding to MTM: The New Logo**

New (2009)

Wayfaring signage and the livery with ‘prism’ effect is depicted below:

![Metro Rebranded Livery and Wayfinding Signs](image-url)

**Figure 4.22: Metro Rebranded Livery and Wayfinding Signs**

Source: New (2009)
MTM indicated that the logo effect (referred to as the ‘prism’ by PTV interviewees), was in fact representative of ‘Melbourne’, designed to engender a certain local patriotism:

So it’s incorporated into a lot of other Melbourne iconography? (Interviewer). Absolutely. So City of Melbourne rebranded after us and they’ve got that same pattern so it’s very much a... City of Melbourne branding... Federation Square has that same graphic pattern... So it’s been seen as – it’s a Melbourne graphic effect (Tina).

Melbourne graphic effect. So it’s something that you would see that maybe built some patriotism? (Interviewer). Yeah absolutely. Yeah so it wasn’t just putting a Hong Kong brand on it. It was very much developed for Melbourne (Tina).

Figure 4.23: Metro Trains Melbourne Logo and Livery: ‘Melbourne Graphic Effect’

Source: imgrum (2013)
4.3C.4.9 PTV: Overarching livery and logos for integrated, intermodal transportation

Interestingly, at the time of the interview PTV was engaging in a rebranding of the public transport network. This consisted principally of placing the PTV logo onto all public transport rolling stock and key selling points as well as integrating the ‘prism’ style livery (that was initially created by MTM) onto different public transport entities in the colour that had been designated for different modalities.

Yeah, so we’re the umbrella. The umbrella brand and obviously we manage the brand assets on behalf of the Victorian Government, so that’s our role. So in terms of – and you would’ve started to see some of the livery, like the Metropolitan or the MTM livery is now the Yarra Trams livery is becoming that as well but in green. So we’re using our modal colours for that connectivity and you’ll see a lot of the buses are orange, same pattern as what the Metropolitan train network is. So we’re starting to integrate those patterns, that brand, together. So for a customer they understand what our modes are and how they can connect with them and we’re doing the same with V/Line. So there’s that whole integrated. So it’s that whole experience of taking that journey, getting to the destination and coming back. So it’s very much customer centric these days across every, all transport really (Amy).

Yeah, so this is this diamond shape. So it started off this was the MTM, this was the Metro brand and then we’ve gone in with – obviously we own it, that asset, so why not roll that out through there, why have different livery? So let’s keep it consistent and connected (Amy).

The illustration below shows the deletion of the ‘Metro’ name from the front of the carriage in favour of the ‘PTV’ brand name.

Figure 4.24: From Metro to PTV

Source: imgrum (2013)
The illustration below shows the incorporation of the PTV brand name onto both the front of the carriage and the side of the livery.

Figure 4.25: Metro Trains Melbourne Livery – Incorporating PTV Umbrella Brand

Source: imgrum (2013)

Figure 4.26: PTV Rebranded Livery on Trams and Buses: Incorporating ‘Prism’ and PTV Umbrella Brand

Source: imgrum (2013)
4.4 CERF – Implementation

This section relates the ‘implementation’ phase of the CERF, including Internal Stakeholder Branding, External Stakeholder Branding and Innovative Advertising.

In particular, this section addresses: **RQ3: How do AROs undertake internal branding and external branding?**

### 4.4.1 Aurizon – Internal and External Stakeholder Branding

#### 4.4.1.3 Internal Stakeholder Acceptance of Rebranding Initiative

Some Aurizon senior managers state that staff quickly adapted to the name change and were happy with the brand execution:

*But even anecdotally, just internally, people just – and the staff just picked it up. You didn’t have people – the first day when they were answering the phone a little bit. But you never had people hanging onto QR National. It’s just Aurizon, Aurizon, Aurizon and just – I was quite proud how quickly people just picked it up. We got – I got a lot of unsolicited, positive feedback from people who were saying it was so well done, the launch and execution and they’ve been happy with it* (Luke).

*I think there’s definitely opportunities for us to work stronger. The internal brand is never really considered part of the mix. But it’s certainly in my head space thinking that it is core to a brand strategy. Because you’re only as good as the internal deliverables. The way they interact with our customers or our communities or our stakeholders or even amongst ourselves it needs to be the same. It needs to be that the branding is being born from within* (Courtney).

*Safety*

A key internal program for Aurizon was an internal safety program launched in February 2013 aimed at creating a safer workplace and preventing incidents and injuries.

#### 4.4.1.4 Internal – Pride in the heritage of QR – Not connected to the Aurizon rebrand

Some managers believed that the organisation had not done enough to yoke the corporate pride inherent in former QR employees into Aurizon rebranding:

*I think there’s still a lot of pride in certain staff who have been here for a long time and what they do and how they do it, and what it means. I think people have this connection with QR and what we do to how – to its benefits to the country, so there is that ownership of those people saying, we’re doing something important here, it’s not just about a transport business, running trains, which I think is incredibly powerful if you can build on it. What we’ve not done is connect that pride through into the Aurizon…to the Aurizon brand. I don’t think that pride, at the moment, is connected with that* (Joseph).
4.4.1.5 External – From Under Delivering to Positive Customer Perceptions

A senior manager identified that Aurizon was trying to change a reputation for overpromising and under delivering:

*We had a bit of a track record where we over-promised and under-delivered. So again, we’ve made huge inroads since then. We got to mention too, that we want to be world class* (Luke).

Interviewees at Aurizon indicated that overall the rebranding had been created more positive customer perceptions:

*I think so. The company is stepping more into industry rewards and recognition for what it’s achieving. Its safety record is fantastic. That hasn’t been lost in the rebranding, so the good work that was done as a government owned corporation and then shifting into Aurizon has been retained. Then the company’s made some good first steps in its interstate expansion, and that has been positive in how they’ve gone about that I think* (Courtney).

*Yeah, absolutely. I think so and I think the key agenda there was to remove the association with the old government QR business and I think we’ve certainly succeeded in that* (John).

4.4.1.6 External – Brand Lacks Definition

However, they also identified that a distinct / unique positioning perception had not yet been achieved:

*I think also where the brand lacks is really its definition. Our company is shifting its strategy a bit, so we don’t really have a brand strategy and we don’t really know the essence of the brand and how that fits to our company goals. So to say, I work for Aurizon, we’re a rail freight company and this is what it stands for. We don’t quite have that* (Courtney).

4.4.1.7 External Rebranding Communication

Clarification of who stakeholders are:

*Yeah, I think – corporate as in financial investors and then you’ve got your customers and then you’ve got your other stakeholders and then you’ve got your mum and dad in the community* (Luke).

*I think, nothing went direct to commuters. Definitely the stakeholders though, they did letters to Government, they did letters to customers. They did videos, they did all sorts of things like that to communicate we’re a new name. We’re the same company, but new and fresh and that type of thing. So that all happened. I even think might have been full page ads and stuff out at airports and billboard advertising and things like that. Which is kind of excessive because you go – you probably get one customer every couple of months that really matter about the name change* (Courtney).

It seemed that there was a healthy budget for the QR National IPO branding:

*A lot of talk around the place with the IPO campaign, which got up and what better brand launch could you have because spending all these millions of dollars, national exposure and whatever*
But less of a budget for Aurizon rebranding:

Again, we didn’t have a lot of money to spend relatively. We really had to get the maximum rebranding done for the least cost and the quickest amount of time. So it was pretty tough. The shareholders went out in the shareholder notice. But there was also a lot of informal communications because we wanted the vote to get up and they had remuneration votes as well. As it happens, the chairman and directors and CEOs are talking to shareholders and shareholder associations. Shareholders sometimes think what is this costing? They’re worried about that. There was that on the shareholder front.

Customers, again we didn’t want to make a big deal of it because we didn’t want them to think we’re changing our name, so we’re going to put our prices up or everything is great now, we’re great. We just were very upfront with them, saying it’s changing the name. Part of our transformation. It reflects better what we want to do, but just – almost an FYI. We weren’t making any promises because we want our actions to speak for that.

We really – I guess part of our brand personality, we just want to take that bit of an understated approach. We didn’t go out and say with this name we are going to increase our service levels by X, Y, Z, because we’re already doing that. We’re trying to do that anyway. I talked to some of the guys, had a bit of history of over-promising and under-delivering. The view from them is let’s stop talking about what we are going to do.

Let’s just get on and do it and get the runs on the board and then we’ll build the respect. We took the same tone for the brand thing. We have a lot of other stakeholders, governments, local communities. We’re in there. We have an impact on those. We send similar comms out to them and we didn’t do an overnight, like a retail chain might change everything. But we got a lot our depots done on that first weekend (Luke).

There is a bit of media in it, because a lot of companies were changing names and some of them were received well, some of them weren’t. But anecdotally, we could never get the journos to print our proper name in articles.

It was always QR or – if they got it right, it was an exception rather than the norm and pretty much – not from day one, obviously – but pretty much from day one universally they all started calling us Aurizon. It really pleasing, because you know what journalists are like too. They get a bit stubborn and – we even had the guys ring and say you called us this last time. Can you – when it was QR National, can you – oh yeah, yeah. But then they’d do it next time.

These were not backwater papers. It was Fin Review and The Australian, Courier Mail and those sorts of things. From that perspective, we’ve had a bit of a strategy. We sent them out a kit to all the journos. We’ve got a database obviously. Send them a kit. Here is what it is. Here is how you pronounce it and here is why we are doing it. We did that as well. We did target a stakeholder engagement, just to get the name out (Luke).

We did a tiny bit of it – and because of the timing of it, the effective date was 1 December, which is a really bad time of the year anyway. All we did – because we didn’t have a lot of budget – and coming into Christmas we bought – you know the big electronic signs in the airport terminals in Brisbane, where you walk in through security? We bought them in Brisbane, Sydney, Melbourne and Perth, just more for the corporate market. Did a little bit of corporate – what I call corporate advertising in the Fin Review and that sort of stuff, just so people – if they want to look up our – because our Stock Exchange code changed, although if you looked it up it referred – but just a little bit of that. But we didn’t really have a lot of problem, to be honest. It got picked up pretty – in that space, which is pretty important for us. The other thing we were concerned about, will people think this is a brand new company? The same problem we had last time (Luke).

A good example with Aurizon was video clips. They were sent brochures, the new Aurizon – all on the block to explain it, an exciting company going forward. But that’s just stopped. It hasn’t kept going
4.4.1.8 External Customer Focus

According to Aurizon’s 2012 – 2013 Annual Report, ‘The restructure created the Commercial and Marketing function to ensure the customer was put at the front and centre of all we do’ (Aurizon 2013b, p. 7). The report indicates that this renewed customer focus had been responsible for securing coal haulage contracts with Rio Tinto, BMA/BMC, Glencore Xstrata, Whitehaven, Ensham, MMG and Graincorp.

4.4.1.9 External Rebranding Perception Sought

Yeah, but it’s interesting, 80 per cent of freight forwarders don’t know how to put freight on to rails. You’d think they’d be continuing pushing that in front of them. It’s – our survival is getting more freight off the road on to rail (Matthew).

Clarifying the separation from government to private organisation:

Separating the old, bureaucratic government-base-policy-driven, or government-policy-driven organisation back into, hang on, we have our own identity, we’re on the stock market (Joseph).

4.4.1.10 External – Heritage / Nostalgic Brand Associations

Some managers reminisced about other corporate rebranding initiatives they had been part of, or seen and concluded that relatively speaking Aurizon had not done enough to link their heritage to their future to engage internal and external stakeholder commitment:

So I watched this impact from a Qantas employee working in Australian Airlines and looking at, watching the impact on employees. It was quite staggering...I’ve also seen British Airways that have also been rebranded a number of times during takeovers. It was absolutely fascinating, you could go over there and people would identify themselves with being BOAC, which was a previous incarnation... I don’t know where they hell they got them from. They’d still walk around in those uniforms and when I came, when I was in Australia, I thought, that’d never happen here, but it still does. You could probably find people walking around the Melbourne ramp in their old uniforms. I don’t know where they get them from, they can’t last 10 years, but as a manager it allowed me to understand, you really need to connect history with the future, and we struggled with that here, and I don’t think we did a particularly good job (Joseph).

In fact, there was a feeling that some historic associations had been deliberately altered:

I think there are a lot of people who feel that there has been a revision of the history of the place. Some of it justified in the context of toning down, necessarily, the inflated view of it was always better 10 years ago (Joseph).

Other managers highlighted the difficulty in inculcating heritage associations into a corporation that had recently undertaken a rebranding initiative:
We’ve got 149 years’ worth of history last week but we’re also only three years young (Ben).

There was also a feeling that the key focus of the corporation should be on the future and that the past should be left in the past:

I’m pretty confident the decision was made that the past is the past and the future is the future and the future is Aurizon, it’s a three-year-old company with 149 years’ experience sort of messaging (Ben).

To be honest they don’t like to look at their history as much as they like to look at the future (Courtney).

I never actually worked for the old QR business so there’s no nostalgia on my part (John).

4.4.1.11 External – Country of Origin

Aurizon’s name change identified their aspirations to expand their horizons, and one of their significant business customers is China. In fact, Aurizon, chief executive Lance Hockridge was a strong advocate for the China – Australia Free Trade Agreement (ChAFTA), deriding critics of ChAFTA, and calling for political bi-partisan support (Elks 2015). Hockridge has been a supporter of the Business Council of Australia campaign for the ChAFTA agreement. Welcoming subsequent confirmation of bi-partisan support for ChAFTA, Hockridge stated, ‘This will deliver the next level of economic development between the two countries – a platform for more trade and more opportunity for Australian business’ (Aurizon 2015a).

However, despite their global aspirations and strong advocacy for International trade, it does not appear that Aurizon have a global branding strategy that leverages their Australian roots:

We really wanted a brand and a name that could take us forward and be – not only represent us as an Australian – we used to describe ourselves as an Australian company with a global outlook (Luke).

Well it doesn’t have a current branding strategy. So that’s the gap (Courtney).

4.4.1.12 External – Aurizon Corporate Social Responsibility

Some organisations attempted to enhance their stakeholder image through a demonstrated commitment to Corporate Social Responsibility:

In particular, Aurizon focused on creating and sustaining a community brand that they felt assisted with enhancing the perception of both internal and external stakeholders.

To some degree in my community investment we have all the major sponsorships and partnerships which gets perhaps the largest amount of exposure for the brand in the consumer space. We did
activations around the Newcastle Knights and Jets, we also have a partnership with the Heart Foundation. So we launched the brand also through our giving fund. So that does media [buy] and regular media [buy]. Outside of recruitment that’s the only thing that goes above the line. All of that talked about the name change and who we are and what we were. We did [match day] sponsorships in our key markets and that type of things. So we activated the name change, I suppose, or communicated it (Courtney).

Some interviewees also saw that the community brand gave the perception of an industrial based organisation having ‘heart’:

The reason why we’ve created that, whilst both an internal and external proposition in that you’ve got this big hard company, industrial. But we’ve got this separate brand that is our heart. When staff see the community logo it’s either something for them to engage with, something for them to participate with or communicate out, get involved with, fund raise for. So it’s not the corporate coms as such. It is, but it isn’t. So it looks very similar to Aurizon but it’s got a fraction softer touch. So it’s not a sister brand, we haven’t quite – and I mentioned it to the ad agency when he was here. I said, were is the guidelines for that? Because (the community) brand was created on the whim. There was a lot of work done many, many years ago on where it sat, how it was to be used, and that doesn’t seem to have trickled on. That piece of work has to be picked up again (Courtney).

The community brand was also seen to be a helpful device to assist with internal branding and stronger employee engagement, as well as providing a point of differentiation from competitors:

But I mean in terms of changing the perceptions of internal staff is it helpful for that? (Interviewer).
Yeah, because I think with all the changes corporately they still want to resonate that we’re good guys still at the end of the day. We’re giving still, we want you to be participative still, which might help with the culture you were talking about with the reduction of staff, and the drive for efficiencies. But at the same time they’re not throwing everything out, there’s still that space there. But you’re right, I mean if look at the competitors, [Oceano] and even Interstate they don’t do anywhere near as what we do. So we spend a lot more money in the community space than our competitors. So I don’t benchmark myself on those competitors (Courtney).

‘International benchmarking’ of corporate social responsibility measures was also a topic of importance:

I don’t engage in the London Benchmarking Group because they are all housed in the same area. I went, well, none of my competitors are doing anything, I’d rather be benchmarked on class ones in North America who spend a lot more money and have separate brands for community. Unfortunately, the London Benchmarking Group can’t facilitate international benchmarking, and I can only fit within Australian benchmarking. I went, well, I don’t need the research then because it’s not important to measure like for (Courtney).
4.4.2 Sydney Trains – Internal and External Stakeholder Branding

4.4.2.1 Internal Stakeholders Perceptions

There was a feeling that there may be some cynicism over the rebranding given past efforts:

*I think, I suppose from a staff point of view, the more cynical would say well, we’ve had a rebrand before and it doesn’t work. But – I don’t know, they all say that* (Janine).

4.4.2.2 Internal Branding

Some interviewees identified that very little internal branding had been undertaken:

*It was quite clear that nothing much had happened around giving most staff new uniforms to fit with that – the new dynamic orange and grey stuff. There was very little of it internally as well. Whilst it was quite impactful when you are on the train, particularly as the train pulled in the station, the rest of it was still pretty low level really* (Janine).

*What we haven’t really done yet is that engagement piece around what does it mean now to work for Sydney Trains? What is different about us?* (Janine).

They also felt that although Rail Corp had previously had a ‘terrible reputation’, that not much had been addressed in terms of internal branding:

*I also think that here there was this terrible kind of reputation around the old RailCorp brand, which was all about City Link and all kinds of other weird stuff that I never quite understood why it had all been left lying about for years. So I suppose what Transport and the Minister... wanted to do was demonstrate from 1 July that this was a break with the past. That for the customer Sydney Trains was going to be something different. But that hadn’t quite caught up to the internal side of it, which for me, is just as important. You want your staff to be living and breathing your brand as well* (Janine).

As no intensive internal branding had been undertaken by NSW Transport Department, Sydney Trains created their own internal branding program:

*So when I got here, as I say, the brand was not talked about much. It was on the trains. It was a bit here and there. I think we’ve got a couple of good people on the exec who we thought well, let’s try and think about what we want to do for our first anniversary. It seemed a good opportunity to really galvanise it a bit and make it work a bit harder internally. So that’s when we launched this Adopt a Hop program, which was deliberate the instructions to take down RailCorp, give people the Sydney Train stuff to put up* (Janine).

Given the perceived lack of direction from NSW Transport, however some interviewees in Sydney Trains felt somewhat unappreciated that their attempts at internal branding (adopt the Hop) had gone unacknowledged:

*Came to the end of our first year we would be able to say look, we’ve adopted The Hop. We had a few conversations with Transport, because we wanted to embrace The Hop internally as well, because our staff will see it when they’re out and about.*
I felt there was a slight lack of appreciation (Janine).

There was also sentiment that potential internal branding had been side tracked by intensive enterprise agreement negotiations:

Yeah. We haven’t really done that yet and I think – that’s why I told you about the enterprise agreement (Janine).

There was also a feeling that some staff saw the rebranding as superficial:

I think we’re still at the start of the engagement thing. I think we’ve got people who feel it’s a bit superficial. They don’t believe it’s here to stay (Janine).

However other interviewees in tNSW had a very different perspective:

It’s really important that we don’t channel money just into a brand refresh and ignore all the other stuff. Okay, it’s not a blanket. It’s not a masking exercise we’re doing here. It’s genuine change, and the brand effectively flags that change. So I think it has a genuineness and an integrity to it. I don’t know if I could be involved with a company that is involved in just the cover up, and it’s just a pure marketing exercise. I see it as much more than that. I think that is coming through (Susan).

4.4.2.3 Internal Vision

A Sydney Trains manager also highlighted the need to develop a strong internal brand that had a realistic vision so staff would ‘buy into it’:

You can have a strong external brand, which is quite strong. But you do also need to have an internal brand as well, so your staff can buy into what we stand for. One of the first things I did when I got here. We had a vision and it was all about a world-class operator, blah, blah, blah. I said to Howard well, we’re not – let’s just say Sydney Trains’ vision is to keep moving into run clean, reliable and safe trains. Let’s keep it a bit real there. So we changed our vision to make it a bit more something that I felt – we felt our staff could buy into. It was a bit more realistic where we are now. Nothing wrong with aspiring to be world class, but let’s just get the basics right first (Janine).

4.4.2.5 Internal – Training

Both media reports and annual reports highlighted the extensive employee training that had been undertaken by Sydney Trains. Minister for Transport Gladys Berejiklian stated that more than 1800 rail staff would undertake customer service training: ‘Staff are coming away from the new training feeling inspired to work for new organisations where customer service comes first’ (Transport for NSW 2013a, p. 1).

Sydney Trains 2014 Annual Report identified that, ‘more than 2700 staff members received radio school training to deliver clear, consistent and accurate on board and station announcements’ (Sydney Trains 2014, p. 1). Further, ‘the Target Zero program delivered training to over 60 per cent of Sydney Trains staff’ (Sydney Trains 2014, p. 1), and ‘Sydney
Trains is in the process of developing dedicated environmental training programs to provide targeted guidance to core staff across the business’ (Sydney Trains 2014, p. 17)

The following dialogue with a Sydney Trains interviewee was therefore particularly interesting and surprising considering the enthusiastically reported intensive training that Sydney Trains had (purportedly) undertaken with their staff:

There has been a lot of press about how much training that the staff have received in terms of getting more of a customer service focus (Interviewer).
They haven’t. No they haven’t (Janine). Oh (Interviewer). That’s not really right (Janine). I don’t think that’s right because in – from where I’ve come from, I’ve seen massive customer service training programs. You go on a two-day program and you come out of it thinking oh right, so now I should be doing this. But I don’t get a sense we’ve really done that properly yet. I’m not saying we won’t. But I don’t think – we’ve done bits. What we have done, for example, is – the first day I got here I went out on the trains.
I sat on the train going out to Bondi Junction, surprise, surprise and I couldn’t understand a word the bloke was saying. I thought is he actually speaking English? Then when I got here, it transpired that we’ve actually put all our guards and station staff through radio school. So they’ve learned how to make announcements. So that’s a lot better. So it’s possible that’s referring to things like that (Janine).

Some interviewees indicated that extensive staff training was not feasible or warranted:

You’re not going to – if you were Westpac you would do staff training on the brand for your thousands of staff. You’re not going to do that here because there’s a lot of other significant work and change and training going on. So it’s thinking at the moment of how do we build awareness of this and give the tools to people in an easy way. But not necessarily take them out of the business to do brand training (Stephanie).

Yeah, not everybody is in an office here. You see at a Westpac everybody is at a computer working. But if you’re driving a train – and if we take you away to give you brand training you’re not driving that train are you? That’s not necessarily a good business decision (Donna).

Whilst others stated that training was invaluable:

Just really improve our basic offer even more. What I’ve seen happen in other operators is where you get the basics going really well and you can really focus on getting your staff to be excellent in what they are doing and really train them well, so they’re all doing the – behaving in that Sydney Trains customer way and all (Janine).

4.4.2.6 Internal Stakeholder Perception

Interviewees highlighted the long period of service that many employees had to Sydney Trains and the emotional impact of the rebranding and restructuring on them:

So there’s a big shift that has to happen. So you have to take care of the emotional reactions with all of this. So similar kind of thing here in that people had worked for STA for many years, for RailCorp for many years, and people are very emotionally attached. So if we talk about trains, there are – the
people I meet now, they will say, my grandfather was a train driver and my dad was an engineer (Susan).

Here I am today. So we’re talking many many years of career service to a company whose visual identity and brand and essence – we’re taking away from them. So people do react emotionally. The way that we approach all of these conversations is to look at it from a business objective. So there has been, historically – and there will continue to be negative press about transport, because things go wrong and inconvenience people and they get annoyed at that. So it’s a natural reaction to have (Susan).

4.4.2.7 Internal and External – Uniforms

Sydney Trains new uniforms prominently displaying new logos were unveiled by Transport Minister Gladys Berejiklian on April 18, 2013 ahead of the official rebranding launch (Budd 2013). Observers state that the uniforms are decidedly similar to Jetstar’s uniforms. The introduction of the new uniforms was also accompanied by a directive from the minister that shorts were no longer to be worn. Transport Minister Berejiklian explained, “If you go to an airline or you go to a bank you don’t see people serving customers in shorts…we want our rail network to be modern and professional, and that’s why we’ve said no shorts” (Dumas 2013, p. 1).

Figure 4.27: Sydney Trains Uniform – No more Shorts!
Source: (Budd 2013)
Chapter 4 - Presentation of Findings – Within Case Analysis

NSW Transport has therefore identified that the new uniforms are a central component of a drive to greater professionalism in the rail network. This importance of uniforms is a theme that was strongly supported by Sydney Trains senior personnel, as expressed in the following interview statements:

You come out of one of the side exits at Central in the morning. You see the blokes in their smart new uniforms and some of their colleagues are still wearing their old uniforms. You are like well why haven’t you got your new uniform? Well it just hasn’t arrived yet and actually everybody needs to feel like they are part of the same thing. Uniforms are massively important to railway staff, wherever you go (Janine).

What do you think accounts for the delay in the rollout? (Interviewer).

Well, it probably depends who you ask. But I had a conversation with a driver who was probably larger than average and they had to make it for him specially and that takes a long time. We have got quite a lot of larger people by the way. So it depends. But the other thing that happened was the customer service staff got their ones first and then our drivers started to get theirs. It was almost kind of like an inherent feeling that customer service staff are more important than me kind of thing. Really, they should have got them at the same time (Janine).

There was a bit to do in the papers about uniforms, requesting $7.5 million or something like that (Interviewer). Yeah, that’s right (Janine).

But then I saw at the bottom of one of your annual reports that the person involved in the procurement of the uniforms went to China and Sri Lanka. So I’m assuming they’ve accessed them cost effectively and…(Interviewer).

Yeah, they would have done that. Yeah (Janine).

So just media hype probably around that? (Interviewer).

Oh yeah. There has loads of that (Janine).

What do you think generally about the uniforms? People were relating it to Jetstar (Interviewer).

Yeah. Well actually I think they’re great. I think they’re modern. I think they look – we’ve had some feedback on the quality of the fabric. I think we’re trying to address that. But I just think they look modern. They fit the brand, I think. If you look at what Virgin Train staff were in the UK, they wear rather like Virgin Airlines, people – the red, all that. I think it’s quite distinctive (Janine).

What does that say to both external and internal staff? (Interviewer).

Well, I want our customers to think – I want our customers to be able to identify the staff clearly and I want them to think they look smart and professional, but modern. Not stuffy. I hope when our staff wear them that they feel a vague sense of pride in the uniform (Janine).

There was a huge case in Queensland where they tried to get people to wear long trousers, where they’ve been wearing shorts and [socks] (interviewer).

Yep. We’ve had that here (Janine).

You’ve had that too? (interviewer).

I think there has been – there has probably been a few tough talks, but you have to keep the unions on side. I think you have to persuade men who should know better that it’s not a good look. [Laughs], 50-year-old blokes in baggy old shorts, no (Janine).

The thing I always say to people is look, you wouldn’t see a Qantas pilot wearing a scruffy old pair of
shorts. We want our drivers to be walking across the concourse at Central, looking the part. They are responsible for 1000 people’s lives. Why would you not? (Janine).

So it’s about trying to get them to appreciate that they are ambassadors and the eyes – they are on stage all the time. They need to look the part (Janine).

Despite the Transport Minister and Sydney Trains senior management enthusiasm regarding the internal and external branding benefits of uniforms, the Rail Tram and Bus Union was extremely displeased with the new Sydney Trains uniforms and particularly with the abolition of shorts. More than a year after the new uniforms were introduced the union was undertaking surveys with members to present a list of uniform issues to senior management. The Loco Division Secretary, Bob Hayden explained, (Express 2014b, p. 1):

> The new Sydney Trains and NSW Trains uniforms have caused problems since the moment they were released. In the heat of a NSW summer, banning workers from wearing shorts and forcing them into impractical uniforms made from inferior materials is unbelievable. But that’s exactly what has happened – despite a very long and hard-fought battle from the union to stop it. Management showed absolutely no desire to alter their uniforms designs to suit the work the people wearing them will undertake. Rejecting the use of shorts is just another sign of how out of touch Sydney Trains management is when it comes to the everyday welfare of its employees.

Two years after the introduction of the uniforms, the results of the survey of 300 members were published in the media showing that 60 per cent of those surveyed said the trousers were ‘hot and uncomfortable’. One quarter of respondents claimed to endure skin allergies, irritations and / or ‘excess sweating’ and 45 per cent stated that the trousers ‘made them itchy’ with others claiming they bled from constant scratching. Respondents also indicated that the uniforms represented serious health issues and made it difficult to concentrate at work. The newspapers headlines rang out with the following assertions, ‘HOT, itchy and uncomfortable— Sydney Trains staff are suffering in their new, airline-style uniforms with workers reportedly scratching themselves until they bleed’ (Silmalis 2015, p. 1).

In an interesting twist to the uniform saga, shortly after Minister Gladys Berejiklian left the Transport portfolio for the Treasurer’s portfolio, newly appointed Transport Minister Andrew Constance approved significant changes to Sydney Trains uniforms that included the acceptance of a bared leg glimpsed through the reintroduction of knee-length shorts. It also appears that the necessity to get management approval to wear a beard, which was only
approved if the beard was neatly trimmed has become less regulated. The director of operations at Sydney Trains, Tony Eid, stated in a letter to Sydney Trains staff, ‘Shorts will be routinely provided in the future as part of our uniform...train crew may alter their trousers to knee length shorts (as per the photo) and be reimbursed reasonable costs for the alteration’ (Saulwick 2015b, p. 2).

Figure 4.28: Sydney Trains Uniform – Shorts Are Back!

Source: (Saulwick 2015b)
4.4.2.8 External Green Rail

An interesting issue that emerged was the non-existent to relatively minor marketing that Australian Rail has engaged in relating to the environmental benefits of rail:

*They haven’t and what helped us in the UK was we had this great Transport Minister, Norman Baker, who was actually a Lib Dem, but he was part of the Coalition Government. He was a huge advocate for all that kind of stuff. If you can get a few key advocates to talk about it, that does help. I know it’s on the news yesterday that EU was criticising Abbott for not going to the environmental forum or something... But that’s the problem of it. If everyone is wedded to using their cars – we do have to sell the benefits of using public transport. For me, it is public transport. I think it could be better integrated than it is here. I think that’s the other issue (Janine).*

So my old business Go-Ahead Group, if you look on their website, we had this massive target to reduce our environment – oh sorry, our carbon emissions by 20 per cent by 2015 and when I left last year we were up to 15 per cent. We’d done loads of work around regenerative breaking. We put in lots more hybrid buses, reduced diesel use. We’d done loads of work in our depots to reduce lighting and have intelligent lighting, LED lighting, staff training, you know, switch your lights off, all of that. So it’s a massive program of work across the whole organisation (Janine).

Interviewer: I understand some of the branding that was done for a while was to try to get road commuters using rail. Interviewee: Yeah. There is a big campaign called Greener Journeys, which is what you’re describing. We were part of that with the Go-Ahead Group, because we had a big bus fleet of 4000 buses and we were the biggest operator in London. That was about trying to shift one billion car journeys off the road onto public transport. That was always about – that was buses though. That was about explaining why the buses are crucial to local economy. They bring commuters into like town city centres and all that. Because in Britain you’ve got a lot more kind of what we call High Streets, like where offices are and pockets of it all over London and people will get buses to go there and all that kind of stuff. So that was a massive campaign. That’s been going about five years now, I suppose (Janine).

4.4.2.9 External Stakeholder Perceptions

In addition to the negative public perception discussed previously, the management of Sydney Trains also needs to overcome a lack of perceived trust from the government:

*Yeah, yeah. Well, I think there is quite a bit that goes on behind the scenes around that, which is all about – I think what would happen over the years was the Minister and her team had lost trust in RailCorp, didn’t really trust us to do the basics and get them right. So there has been quite a lot of work gone on to rebuild all of that trust, to get them to feel confident that we know how to run a railway generally day in, day out. So that’s been quite good (Janine).*

There was however, also some angst that regardless of what kind of improvement initiatives may be implemented, it would be difficult if not impossible to satisfy all customers:

*Customers will get used to having clean, reliable trains and then they’ll be thinking well, the staff are a bit rude though...You know what I mean? There will always be something that they don’t like (Janine).*

The fact that RailCorp had a horrendous public perception was iterated several times:
Yeah. Well, we just had a big corruption enquiry since I’ve been here. ICAC, Joe Camilleri (Janine).

4.4.2.10 External Rebranding Communication

Can you talk about how the rebranding process was communicated to the users, to the external stakeholders? (Interviewer).
I suspect we didn’t have much to do with that, to be honest. That would have been led by the Transport team and the Minister would have been defending whatever was spent on it and all of that (Janine).

That’s a very subliminal thing, so I’m saying that from my position here. As a customer, certainly, as I said, we’ve had some great responses to some of the changes. Certainly the clean-up initiatives, our advertising about anti-littering on trains, the – our new behavioural decals that introduce a smile to things, quite literally that’s part of the graphic. This is being well received. It’s certainly not making the day harder on people (Susan).

The other thing that we really wanted to change is, traditionally, the way the different operators had had a kind of – it was never a conversation with customers. It was, you do it this way. We do this for you. We do this for you. This has happened (Susan).

So I’ve always considered that public transport is the arteries of the city. So they’re the things that deliver people from all around the place. They have to be a positive environment. So it is an opportunity for us on public transport to really interact with the communities, interact with the people around us on that mode, and to look out of the window, and very much be part of the energy of a place (Susan).

4.4.2.11 External – Customer Focus

Sydney Trains interviewees highlighted the focus on customers:

Yes. It is – that is the mantra, the customer is at the centre of everything. It’s in big fat letters down in our lobby. It’s part – the marketing and communications branch, which is what brand sits within, is part of this division called customer experience division. So that’s a fairly unique thing in a big transport government entity to just have this sole focus on customer (Susan).

Additionally, the transport minister, and Sydney Trains CEO affirmed the renewed customer focus:

‘The best train systems in the world are focused on the unique needs of their customers. We are adopting that model in NSW’, Ms Berejiklian said (Berejiklian 2012, p. 1). ‘We have worked tirelessly to show customers they are our number one priority and we know from their positive feedback customers are starting to see major improvements’ Ms Berejiklian said (Transport Sydney Trains 2014, p. 1). CEO Howard Collins stated; ‘There is a huge turnaround underway. We are going from an engineering-led organisation to a customer-focused one’ (Transport Sydney Trains 2014, p. 1).
The following Figure 4.29 encapsulates this transition from ‘train centric’ to ‘customer centric’ orientation:

![Customer Service Model](image)

**Figure 4.29: Sydney Trains Customer Service Model: Train Centric to Customer Centric**

Source: (Informa 2015)

### 4.4.2.12 External – Heritage / Nostalgic Associations

Sydney Trains identified there was some beautiful heritage embedded into the organisation:

*We don’t want to throw the history away, because there’s some beautiful history there, and particularly when it comes to trains, there’s this phenomenal graphic history. So there were employees that were employed just to create artwork for ads (Susan).*

There was some notion that the colours selected for the intermodal transportation had some heritage elements embedded within them:
Okay, so the history and heritage was the first thing that we looked at. Ferry hulls are green, buses are blue, light rail we could do whatever we wanted to, and there was some tradition of orange on trains. So again, we looked at, then, what could you name, and that’s why light rail ended up as red. We then considered how that might be drawn from the landscape of New South Wales. You can kind of – you know, there’s a bit of post rationalisation that goes on with this. But they were colours that we could pinpoint geographically. But importantly, they had that positive brightness to them. So there were those three elements to choosing colours (Susan).

However, despite the implicit heritage elements in intermodal transportation colours, it was clear that for Sydney Trains, the focus is overwhelmingly the future:

Well, there is a heritage wing to RailCorp and Howard is very keen on it. I think – it’s interesting. I’ve found the staff were quite interested in all of that here. Frankly, I’m not interested in it at all. I prefer to be focused on improvement and looking to the future. I think that is catered for and if you are interested in it, there are places you can go to do it. But for my perspective and I think from our exec’s perspective, we are more focused on the future (Janine).

4.4.2.13 External – Training: The Positive Spin – Platform

Announcements

So that requires a positive platform. So when we now speak with customers, we very much speak to them as an individual. So, how does it affect you? We talk about the impact on you, rather than what we’re doing for you. So let me try and think of an example. Instead of saying, the train from Chatswood to Central is delayed by 15 minutes, we say, your train from Chatswood to Central will be delayed, and we’re sorry for the inconvenience. So it’s a much more considerate way. So it’s a lot more personal. It doesn’t matter that that announcement might go to 300 people standing on a platform. As a customer, I feel like it’s talking to me as an individual (Susan).

4.4.3 V/Line – Internal and External Stakeholder Branding

4.4.3.1 Management vs marketing view of rebranding

Interviews with V/Line identified that there was a dichotomy between the views of management and the marketing department. Essentially the management department viewed the rebranding exercise as simply a change of livery and logo, while the marketing department believed that there should be a whole of organisation buy in with a focus on embracing staff as brand ambassadors, as expressed in the interviewee quotation below:

The brand champion was senior management, yeah. I think what was discussed at the time was what rebrand means to someone who’s not in marketing. It can mean just changing the logo. The rebrand to someone who’s in branding and marketing, means a lot more...There was dialogue, just different views (Caroline).

No because again the understanding of what a rebrand meant was from a senior, I suppose from a board/senior management level, they looked at it as, in terms of the logo, at the colours and the designs, whereas from our marketing brand point of view, well the company is the brand. The staff are the brand. They’re the brand ambassadors. You’ve got to do this properly. It means looking at how we operate and all those things. Unfortunately, there wasn’t a lot of buy-in for that at that point in time. It was pretty much, it’s the logo (Caroline).
4.4.3.2 Lack of Internal Branding

Not surprisingly then, there was a lack of Internal Branding:

The rebrand was mostly externally focussed. There wasn’t a lot of focus on internal at all and that was duly indicative of the organisation at the time seeing branding as, I suppose, the logo, the colours, the corporate identity to external audiences. It wasn’t widely supported. The internal branding wasn’t widely supported at the time. We had plans but it was very difficult receiving funding and support to actually properly launch the brand internally. So it was mainly aimed at external audiences (Caroline).

This dissonance between senior management and marketing rebranding expectation, created frustration:

That was one of the major frustrations at the time of the rebrand. I wasn’t leading that. I wasn’t leading the rebrand project but I was certainly a member of it. I remember there being a lot of frustration on a more senior level, that we just couldn’t, there wasn’t enough support to bring it out the way it should have been brought out to staff. It was seen largely as a task for the marketing department and that’s it (Caroline).

4.4.3.4 V/Line – External Stakeholder Branding: Soft Launch

Unlike the prolific promotions undertaken by Aurizon and Sydney Trains for their rebranding, the rebranding launch for V/Line was very low key:

Probably my key involvement was in the rollout, a lot of updating corporate templates, designing the campaign because we, again from a marketing point of view wanted to do a brand launch. That wasn’t palatable at the time. So we did a soft launch where we just started to introduce the brand in advertising. Start with the new colours. Start with the new logo. Start with new language, things like that. But we never did a proper brand launch. It was very much a soft launch which is not unusual when you talk about government funded organisations (Caroline).

The tepid, soft launch is demonstrated by a media report that identified the launch lasted only half and a hour to a small, select set of invitees, (V/LineCars.com 2007, p. 1):

Attended by invited V/Line, Department of Infrastructure and EDI Rail, along with invited guests and the Minister for Public Transport, Ms. Lynne Kosky, the launch proceedings took place between 11:30 and 12:00... Unlike previous launches and unveilings, no speeches were given; however, Ms. Kosky spoke to WIN News who had exclusive rights to the launch.

4.4.3.5 Limited External Communication

The rebranding process itself? No, we didn’t. We didn’t talk about rebrand with customers. We talked more about it as in the product improvements, so new trains, new tracks, new timetable. Rather than talking about the rebranding or V/Line taking a new step into the future. We didn’t. We just focussed on product improvements (Caroline).
4.4.3.6 External – Customer Focus

V/Line’s 2007 – 2008 Annual Report identified that one of their key values is to ‘put our customers first’. In relation to their customer improvement initiatives they stated that (Ltd 2008, p. 10):

> To meet this challenge, the V/Line management team has worked hard to develop a business culture focused on customer service. In practical terms, this has meant building a pool of ‘consumer intelligence’ so that we can better plan for demographic and population shifts in regional Victoria. We are developing a program to identify and respond to customer priorities, as well as modernising business systems and planning for future rolling stock and infrastructure requirements.

A V/Line interviewee stated:

> These days we’re a lot more about putting customer service, not just in our department but probably been that way for quite some time. Because that’s what we do, we deal with the customers. Whereas potentially, the old operations department, they were more focused on running trains (Caroline).

4.4.3.7 Heritage / Nostalgic Associations

Definitely. One of the things we felt was really important when we were doing it, going through the brand personality and the brand values was that we really needed to retain that country value thing. But balance it with being contemporary and progressive and welcoming but at the core of it, we’re actually based in Melbourne. We’re not a regional organisation. If you look at corporate image, that’s who we should be (Caroline).

4.4.4 MTM – Internal and External Stakeholder Branding

4.4.4.1 Uniforms

MTM hold a similar belief to Sydney Trains, that the uniform is a fundamentally important brand component that influences employees’ commitment:

> I understand you changed the uniforms fairly quickly after you came on board (Interviewer). Yep, day one (Tina). Did that have an impact? (Interviewer). Oh a big impact… it was designed really to have them feel fresh and new and it was a different type of uniform so it was designed to be professional, to feel more that they were as good as the customer kind of thing, if not better. So yeah it was really – that was something really nice. It had a bright element that people could personalise a little bit. So I guess what we’ve tried to do around the look of the brand as well as the personality and tone of voice and style – and this comes through in our on-system announcements for drivers and platform announcers and whatever to – is we give certain guidance but we want personality. So we allow people to put communication across in their own style to an extent and not be too robotic (Tina).

So they’re having that interaction with the customer was very important and how they dressed and how they looked was a big part of that (Amy).
Chapter 4 - Presentation of Findings – Within Case Analysis

4.4.4.2 Pride – The Barbeque Test
Similar to Sydney Trains, MTM identified that pride is a central component that they seek to inculcate into their employees.

*The big test really for most of our employees is the barbecue test and people now – our feeling is that they’re happier and more proud to say where they work now because of some of the things that we do (Tina).*

*We want people to like us. They’re never going to love us (Tina).*

4.4.4.4 External Communication Process
So I was wondering about the communication process to the commuters at the time of the rebrand. So I know there was a bit of controversy, there was a little bit of public feedback and then there must’ve been ways that you assuaged that? (Interviewer).

*Well it, yeah, it’s six years ago and it is hard to remember (Tony).*

4.4.4.5 Heritage / Nostalgic Brand Associations
Did you or have you thought about bringing in any more nostalgic associations into the branding elements or the branding message? (Interviewer). Not really, no. No, not really (Tina). You don’t think they’re necessary or they wouldn’t help the brand perception? (Interviewer). No I don’t think so. We have a great – we certainly respect the history of the railways and that comes through in a lot of the things that we do and we support the Historic Society and the VRI and all the other organisations that sit around it. But yeah I don’t see the need for it (Tina).

4.4.4.6 External Rebranding – Perception Sought
*We want to have a personality; we want people to like us (Tina).*

*But the other side of it is we’re realistic about people are never going to love us and you don’t turn on the light in the morning and thank the electricity provider or the distributor of your power, you just expect it to work. People feel the same way really we believe about their train service. It just has to turn up and get them where they need to go on time comfortably and safely. They generally don’t thank you for it (Tina).*

4.4.4.7 Training: The Positive Spin – Platform Announcements
All sorts of things. Certainly we do specific training now around platform announcements and one of the things that we’re doing now, and from some of the analysis, is we were only telling people what was wrong. That includes whether that’s in the media or on the platform; it’s all about the delay, whatever. Whereas now we tell people both. We tell them when they’re getting a good service. So if every day you come through the station you hear we’ve got a good service or you’re walking into the station at night and you hear that we’ve got a good service tonight folks, everything’s on time, we’re going to get you home as soon as we can, then you’re instantly at ease and you think things are great (Tina).

When the interviewer explained that Sydney Trains were giving the train drivers diction lessons, the response from an MTM manager was somewhat amusing:
Oh dear. I can imagine what ours would tell us where to go and get I think (Tina).

It’s because – it remains a struggle actually for us to get our drivers to make announcements so some of the drivers that have been around for a long time, many of them are reluctant to make announcements. So the sorts of things we do, we encourage it, we help them with it and train them, we promote people that get good customer feedback, we help them understand the difference that it makes to their customers. So we know that the warmth in announcements…makes people like us more. They then enjoy their experience with Metro (Tina).

4.5 CERF – Implementation

This section also relates the ‘implementation’ phase of the CERF. The findings from this section pertain primarily to both RQ 3 and RQ 4.

All the AROs had a clear focus on implementing improved operational efficiencies to enhance external stakeholder perceptions. Some AROs also engaged in innovative, award winning advertising / consumer promotions to enhance stakeholder perceptions. Thus Section 4.5A highlights some of the overarching operational efficiency strategies and innovative advertising to further inform RQ3: How do AROs undertake internal branding and external branding? These findings are presented under 4.5.A.

This section also identifies several rebranding strategies that influenced corporate culture, Thus, this section also informs RQ4: What is the effect of rebranding on ARO corporate culture? These findings are presented under 4.5.B

4.5A1 Improving Functional / Operational Efficiencies

This section provides a within case analysis of ARO’s focus on improving functional / operational efficiencies.

4.5A1.1 Aurizon – Functional / Improving Operational Efficiencies

Improving Operational Efficiencies has been a key focus area for Aurizon during and after their name change rebranding, in fact it could be posited that Improving Operational Efficiencies has been their major focus. The major components of their implementation strategy to enhance operational efficiencies has been the ‘Integrated Operating Plan’ (IOP), and the ‘Drive to 75’ discussed hereunder:

4.5A1.2 Aurizon Integrated Operational Plan (IOP)

Aurizon’s drive to improve efficiencies is underpinned by their integrated operating plan (IOP). Aurizon (Aurizon 2014a, p. 2) state that:
...the Integrated Operating Plan is an enterprise-wide approach that is helping redefine and improve our core business model. It is the cornerstone of our rail operations transformation, delivering value for our shareholders and customers across our national operations in the coal, iron ore and freight supply chains. It drives continuous, sustainable and replicable improvements in our core business. It is a different way of working and thinking.

The Integrated Operating Plan was designed to underpin the ‘operational transformation of Aurizon’, and is based on five core principles being people, service, safety, cost control, productivity and efficiency which are designed to create world-class performance.

Figure 4.30: Aurizon Integrated Operating Plan – Core Principles

Source: (Aurizon 2014b)
A key focus of Aurizon’s transformational process as described in the IOP then was (and remains) reducing costs, enhancing operational efficiency and increasing productivity. These objectives were crystallised in the company-wide initiative called the ‘Drive to 75’. This Operating Ratio (OR) was based on a rail industry metric used by North American class 1 railroads where a company’s operating expenses is compared against the company’s revenue. The sought after OR at Aurizon was 75 per cent by the financial year 2015 which essentially means that Aurizon would earn 25 cents profit from every $1 made. This is stated as being in alignment with global performance benchmarks (Aurizon 2014).

Our CEO and head of HR prior to our rebrand had met with a number of class one railway companies in North America to talk about their key metrics of success and what they attribute to their success, which brought about a restructure within our business. So we were in the business unit model, we restructured to a functional model and we’ve developed a target of operating ratio, which we call our drive to 75 (John).

4.5A.1.3 Aurizon – Rebranding Implementation: Hands On

A lot of work on the assets on the buildings and some of the rolling stock vehicles and all that sort of stuff. That was quite a massive piece of work...Much more involved in the deployment of the physical deployment of the branding than I’ve ever had in another company. I’ve worked in banking. I’ve done this a few times. I used to have a whole property team and just say here is all the style guides, just go off and do it and get it done. Whereas, I think here we got dragged in and even technical things, my guys and our marketing guys, getting the logo on the locomotive. They’ve got different models and they’ve got different configurations and stuff sticks out on some and doesn’t on others and all the safety elements and the durability (Luke).

4.5A.1.4 Aurizon – Rebranding Implementation: Small Budget

Again, we didn’t have a lot of money to spend relatively. We really had to get the maximum rebranding done for the least cost and the quickest amount of time. So it was pretty tough (Luke).

Whereas here, it was very much, we haven’t got any budget for this, can we just run them through at overhaul and come up with a tactical solution, which was basically stickers on the side of the wagons, and we bring things back through. We’ll fix them up at that point in time. If you look at our rolling stock fleet, I don’t think we have anything branded QR. We might have a few old wagons roaming around that have still got the old red QR symbol on them. But there are quite a few QR National locomotives still running around (Joseph).

4.5A.1.5 Aurizon – Rebranding Implementation: Low Key

Again, it was fairly low key. It wasn’t – again, I’m used to you change the brand, so I should try to think what we do at Qantas. I mean, if there was a brand change, or there was a tagline change, or whatever, it was all guns, hands on all wheel, get all of our aircraft up to that spec as quickly as possible. We’re talking weeks (Joseph).

Yes, so the – again, it was remarkably low key. I was part of the reason, at this stage, was talking to my VP at the time, just going, you know, these sorts of things take time, I’d love to get ahead of it, and you’re probably going to want to do it in two or three weeks, so if I can get out there, release the
drawings, put them all on the side, give them instructions, work out where the budgets go and do all of those sorts of things, and somebody tell me as early as possible, which is really why he did come to me and tell me as early as possible. But I was a little bit surprised about that, the roll out they had. So my involvement was fundamentally from a rolling stock point of view, getting that brand on to that rolling stock per the corporate (Joseph).

4.5A.1.6 Aurizon – Rebranding Implementation: Logistics

So graphics designers are great for doing all that sort of stuff until they actually run the Aurizon name across the radiator and you can’t read the damn thing. So it was going back and working with those guys to say, well, yes, I appreciate you like Aurizon, you know, the symbol with Aurizon after it, but if you do that you can’t read it (Joseph).

All right, so if somebody opens up an old document and it’s on the old paper then it’s incumbent upon them to bring it up to the latest template spec which includes the new rebrand, and God help them if they forget it, because they’ll have a couple of managers out here, saying, get it changed, don’t do it again (Joseph).

4.5A.1.7 Aurizon Livery Branding: Former and Current Name Visible

The illustration below (Figure 4.31) clearly depicts dual branding of both Aurizon and QR National names visible on the same livery.

![Figure 4.31: QR National and Aurizon names both visible on Aurizon livery](Source: Wikiwand (2016a))
4.5A.2.1 Sydney Trains – Functional / Improving Operational Efficiencies

A major focus for Sydney Trains has been on improving functionality / operational efficiencies. The improvements to transport services six months following the rebranding was published by Sydney Trains on their website and includes the following points:

- **Overall Peak Punctuality target of 92 per cent exceeded at 94 per cent.**

- **More than 1,000 additional weekly services including more than 600 weekly express train services.**

- **65 brand new state-of-the-art Waratah trains.**

In summary, Transport Minister Gladys Berejiklian stated ‘Customers now have faster journey times, cleaner trains, new technology providing real-time information on mobile apps, and improved announcements’ (Transport Sydney Trains 2014, p. 1).

4.5A.2.2 Air Conditioned Trains

The public demand for air conditioned trains was raised as an aim of improving train services. The move for Transport NSW to include more air-conditioned rolling stock has been highlighted by the Transport Minister (Transport for NSW 2013b, p.1):

> Minister for Transport Gladys Berejiklian today announced the NSW Government had delivered 39 brand new air-conditioned Waratah trains (312 carriages) – the halfway point of the project. She said this means that 85 percent of Sydney Trains are now air-conditioned, up from about 70 per cent when the NSW Liberals & Nationals were elected (Transport for NSW 2013b).

4.5A.2.3 Sydney Trains – Way Finding Signage at Stations

There was some angst that the wayfinding at stations had not been completed sooner and were not more uniform:

> I think what we haven’t done very well is tackle things like...But the big thing that I think let Sydney down is the way – finding all stations and getting all the signage to look the same and be right and try and zone your information. There is that big signage piece that again, has been led by Transport...that has not really happened (Janine).

4.5A.2.4 Sydney Trains – Advertising Centralised to Transport for NSW

An issue for Sydney Trains is that advertising is organised through the department of NSW, rather than Sydney Trains:
the marketing of transport is it comes primarily from Transport for NSW not from Sydney Trains. So there’s no marketing department here anymore. All of that’s been centralised up into – so that’s why it is-- it is – the way that the brand and the visual brand and everything connects in with the business environment and culture is a little bit – it’s an unusual thing. Because you are part of a matrix of structure, we’re part of a cluster in the transport sector (Stephanie).

4.5A.2.5 Sydney Trains – Disjointed Rebranding Implementation

A senior manager identified that the rebranding implementation had been somewhat disjointed:

Yeah well, as I implied earlier, the brand was given to us by Transport and put on the trains. We still haven’t really done a proper – by now I would have expected to have seen the stations properly rebranded with proper signage that was all matching. That’s what we do in the UK. I would expect all the uniforms to have been rolled out and that hasn’t happened. I think it’s possibly still a bit disjointed (Janine).

4.5A.2.6 Sydney Trains Livery Branding: Former and Current Name Visible

The picture below (Figure 4.32) provides an illuminating example of this where an old ‘CityRail’ logo is clearly discernible behind a new Sydney Trains logo. It appears that the old CityRail logo may have been removed, but the ‘impress’ has not been appropriately covered over:

![CityRail logo visible behind Sydney Trains logo](source: Wongm (2013))

Figure 4.32: CityRail logo visible behind Sydney Trains logo
4.5A.3.1 V/Line – Infrastructure Enhancement and More Trains
V/Line’s 2007 – 2008 Annual Report discussed the major infrastructure upgrades, the addition of 40 new VLocity trains adding an additional 5,600 seats capacity, the introduction of thousands of extra services since 2006, and a general 20 per cent fare reduction in 2007. The annual report attributed much of the passenger number ‘explosion’ to a consumer desire for alternative, affordable, quality public transport coinciding with major infrastructure upgrades (Aurizon 2008).

V/Line’s 2008 – 2009 Annual Report announced government funding supporting a $4.3 billion Regional Rail Link project as one of the biggest infrastructure projects undertaken in Victoria (V/Line 2009).

4.5A.3.2 V/Line – Rebranding Implementation
V/Line highlighted the time and costs involved in rebranding implementation:

Yes and no. Changing the livery was a very slow process because again we didn’t have a lot of money. So, the livery on the trains were changed progressively over quite a few years in terms of the whole fleet (Caroline).

4.5A.4.1 MTM – Railway Infrastructure Investment
It appears to be surprisingly difficult to identify the real investment by MTM. According to John Holland 2013 Annual Report (John Holland 2013 p. 42):

...since its inception in 2009, MTM has significantly boosted investment in railway infrastructure in Victoria, which is projected to reach over $2b by the end of 2014, following development and improvement initiatives that have been undertaken under the franchise.

4.5A.4.2 MTM Livery Branding: PTV and Former Names Visible
Figure 4.33 below shows PTV over a visible Metro brand. Figure 4.34 shows PTV over a Connex brand (which should have been rebranded to Metro years earlier).
Figure 4.33: Metro brand visible beneath PTV rebrand


Figure 4.34: Connex brand visible beneath PTV rebrand (which should have been Metro’s brand)

4.5B1 Rebranding Implementation: Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

This section identifies how corporate culture influenced rebranding, and conversely how rebranding influenced corporate culture.

4.5B.1.1 Aurizon Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

The appointment of Lance Hockridge as QR CEO in November 2007 provided shock waves inside and outside the organisation as he was the first QR CEO to ever be appointed from the private sector. His stated agenda was to focus on change and transformation (Baines 2014). The focus on transformation appears to have been heightened further during the Aurizon renaming/rebranding.

Lance Hockridge in 2015 used an interesting metaphor to describe his view of the challenge of corporate culture and operational changes at Aurizon (Ludlow 2015 p. 1):

*It’s like the classic metaphor of changing the engines on a 747 in flight. We couldn’t take time out to design and implement that kind of change. We had to do it on the fly...Almost every aspect of the life of the company had to be addressed, had to be changed. And it continues to change.*

4.5B.1.2 Aurizon Significant Workforce Restructuring

As part of Aurizon’s rebranding process, there was significant emphasis on workforce restructuring with a focus on expediting voluntary redundancies with 921 employees exiting Aurizon in 2012-13. This restructuring was cited as an initiative to ‘ensure the customer was put at the front and centre of all we do’ (Limited 2013a, p. 7).

By August 2013 it was reported that Aurizon has negotiated 1600 voluntary redundancy programs costing approximately $96 million in redundancy payments (Sullivan 2013). The industrial relations saga encompassing extensive renegotiation of Enterprise Agreements is discussed in the next section, 4.5.3.2.

The salient point is that ongoing restructuring had a negative impact on corporate culture motivation as related below:

*Everyone’s a bit war-torn, if I was to call it – you know we’ve had so much change. So we just keep...*
cutting, cutting, cutting, cutting and there will be more cuts because we’re going from $250 million worth of savings to $300 million worth of savings. You go, oh, heck. (Courtney).

There were also concerns over the potential enormous loss of tacit corporate knowledge through the restructuring process:

So there wasn’t a process of formalised knowledge transfer? (Interviewer). No, and I would argue there was an unstated goal of removing people who had been here for a long time (Joseph). Right, so I mean if you’ve had 930 employees plus gone, and they were here on average for 10 years or so, that could be almost 1000 years of experience? (Interviewer). Yes (Joseph).

There seemed to mixed feelings about long term employees being undervalued, the probability of longer term employees being more likely to be retrenched first vs a need to value the skills long serving staff members offered:

But there is still this feeling amongst the people who are here for that period of time, long-term employees, that they weren’t valued, they were undervalued, or devalued because of the fact that they’d been here (Joseph).

The messaging has changed in that time, certainly with Mike Franczak coming on board, the head of operations, saying, we need – and he used the term, long and deep, people who are long and deep in rail. You should value people who have been here for a long time and you should listen to them. But he’s never managed to re-establish the connection to the past, so (Joseph).

There were also comments regarding the relative lack of experience of senior managers:

As I said 90 per cent of the executive team actually – just trying to think. You’ve got Lance and John Stephens, I think they’re the only two pre-IPO executives. Yes. It will be a tiny proportion. So even when people look up, they go... the skills and experiences. Even when you look at Lance, his rail experience is only a couple of years more than the IPO, but it’s not – he came out of BHP, Bluscope, I think (Joseph).

It should be noted that in addition to general workforce restructuring there was also a restructuring of the marketing department. Notably, at the time of conducting interviews all of the support marketing staff that had been involved in the rebrand had left the organisation. Additionally, when the researcher went back to Aurizon three weeks after interviewing the Brand Manager, the Brand Manager had also left the organisation, although his position has since been replaced.

The minimalist marketing department was explained as follows:

So I think there’s just a big focus on ensuring we’re as efficient as possible, and we don’t need a really large marketing department necessarily, because we’re not a consumer brand (Courtney).
However, not every spectator agreed with the wisdom of restructuring in this area, and one senior rail executive commented: *It’s interesting they’ve done away with their branding department. They almost folded that marketing – the whole lot went, which I think is a pretty short-sighted* (Matthew).

Some media reports however posit that Aurizon’s general ongoing success has been primarily due to the significant workforce restructuring, ‘*There’s no doubt Aurizon’s success over the past five years has been due to a culling of the heavily unionised workforce, which has been trimmed from 9390 to 6869 since the IPO*’ (Ludlow 2015 p. 1).

This of course means that by 2015 (two years after the rebranding), Aurizon had ‘trimmed’ 2,251 jobs. By February 2016, the Sydney Morning Herald reported, ‘*Aurizon has already shrunk its workforce by more than 3000 people over the past five years through voluntary redundancy programs targeting older workers, and can now take advantage of new enterprise bargaining agreements that enable it to enforce redundancies*’ (Wiggins 2016).

Lance Hockridge, Aurizon CEO strongly defended the restructuring decisions; ‘*If we had not done these things, the organisation would not have been capable of competing or even surviving in its current form*’ (Norris 2015, p. 1).

There was however some angst reported in the media that whilst overall employee wages were spiralling down due to job cuts, Aurizon CEO Lance Hockridge received a 34 per cent rise in his total pay package in the 2012 – 2013 financial year. The CEO’s pay rose from $4.57 million in 2011-12 to $6.1 million in 2012 – 2013 comprised of $1.93 million in salary and fees and a further $2.5 million in cash bonuses. The $6.1 million pay package places the Aurizon CEO amongst the highest-paid executives in Australia (O’Sullivan 2013).
Figure 4.35: Aurizon CEO Lance Hockridge – One of the Highest-Paid Executives in Australia

Source: O’Sullivan (2013)

The Queensland Times slammed the pay rise with the headline ‘$6.1 million for CEO Hockridge as workers at Aurizon face axe’. After lamenting the dismissal of men and women who just want to earn enough to support their families, they stated, (Korner 2014 p. 1):

Meanwhile the CEO of the company is raking in enough cash to feed and educate a small Pacific island nation for several decades. If half of Mr Hockridge’s pay went towards keeping staff on at Redbank, you could almost keep all 42 of those boilermakers, mechanics, painters and electricians who Aurizon is planning to make redundant as early as next month.

This undoubtedly raised the ire of unions, and the ferocity of their reaction to the enterprise bargaining discussed in the next section was perhaps also fuelled by the moniker Lance Hockridge had earned during his time at BHP. At that corporation, he was referred to as the ‘toe cutter’ due to his prominent role in closing the Newcastle BHP Steelworks that resulted in 2,500 people losing their jobs (Norris 2015).
4.5B.1.3 Industrial Relations Issues – Enterprise Bargaining Agreements

Negotiations surrounding Aurizon Enterprise Agreements has been a vexed issue and the centrepiece of a diatribe between Aurizon and nine unions with employees skewed in the middle for over two years. The main unions confronting Aurizon were: Australian Rail Tram and Bus Industry Union (RTBU), Australian Federated Union of Locomotive Employees (AFULE), Queensland Services, Industrial Union of Employees (QSU), and Australian Manufacturing Workers’ Union (AMWU) (Australia 2015).

The troublesome Enterprise Agreements had their genesis in the October 2010 privatisation of QR National Limited. During the IPO process, the Premier of Queensland announced and embedded extremely favourable employee terms and conditions into enterprise agreements covering the organisation’s 6000 employees, with employment guarantees and other generous enterprise agreement terms to last for two years after the IPO. In addition to guaranteed employment, employees would enjoy an average yearly wage increase of four per cent, as well as other incentives (RailPage 2010).

Aurizon highlighted their intention to commence negotiations of Enterprise Agreements in the Aurizon 2012 to 2013 Annual report (Limited 2013a, p. 10), as follows:

> From July 2013 to June 2015, a total of 18 of the Company’s 19 Enterprise Agreements (EAs) are up for renewal, covering approximately 90% of our 8,000 employees. The objective in the renegotiations is to create fair, competitive and commercially-driven agreements that facilitate cultural and operational transformation, including an Operating Ratio of 75% in respect of FY15. The Company has established a project to undertake the extensive work required for the renegotiations and to ensure comprehensive contingency plans are in place to mitigate industrial relations risks.

Although the enterprise agreements nominally expired on 31 December 2013, bargaining commenced formally in February 2013 (2 months after the Aurizon name change), with Aurizon offering 3 new enterprise agreements to replace the 14 ‘legacy’ agreements (Delimihalis 2015). In June 2013, Aurizon filed an enterprise bargaining dispute and the Fair Work Commission (FWC) intervened with negotiations. Of particular concern to Aurizon was the ‘no forced redundancies’ clause that QR National had been required to insert by the
Queensland Government as well as number other generous ‘legacy’ provisions. Some of these employee entitlements (Williams & Nissen 2015, p. 1) included:

(a) free rail travel for employees, dependents and partners, even though Aurizon did not operate passenger services (it had been run by QR)

(b) work demarcations that caused employees to be idle for large portions of their shifts

(c) rostering restrictions which made it difficult to alter shift lengths and start times despite variable rail schedules

(d) recruitment limitations which required all vacant positions to be internally advertised before going to the open market

In February 2014 Aurizon union members at Hunter Valley went on strike. Commenting on the work climate, Bob Nanva, the National Secretary of the RTBU (Nanva 2014, p. 1) stated:

In the current Aurizon dispute, for example, the company’s $6Million CEO is crying poor to the workforce, while simultaneously spruiking a record share price, increased dividends, and a huge jump in underlying earnings to the market. Workers can see the two conflicting narratives and they can see that someone is getting fleeced. Either investors are being sold a false story about rivers of gold, or workers are being told a false story about impending corporate doom. In either case, company management loses all credibility with its workforce.

In the other court, Aurizon CEO Lance Hockridge (Stevens 2014 p. 1) stated:

In what planet, therefore, does it make sense for the unions to simply stand on history and refuse to allow us to go forward in that way when they have made those self-same agreements with our competitors?...we have gone into this process with eyes open, with the most extraordinary level of preparation and the best level of legal resources available...we have done a power of work.

By March 2014, FWC Deputy President Asbury, who had assisted negotiations, publicly stated that the parties were essentially deadlocked (Williams & Nissen 2015). Deputy President Ashbury’s announcement contained the following statement: ‘the likelihood of reaching agreement is virtually nil. Negotiation requires willingness to move on both sides’ (Delimihalis 2015, p. 1)
Naturally the unions were angry, with Queensland Rail, Tram and Bus Union organiser Craig Allen reminding Aurizon that cutting jobs will ‘affect the people who built this country’ (Daily 2014).

In July 2014, Aurizon provided the Unions with three proposed enterprise agreements. These were i) The Aurizon Staff Enterprise Agreement 2014 (Staff Agreement) ii) The Transport Operations Agreement, named the Train Crew and Transport Operations Enterprise Agreement 2014 (Traincrew Agreement) and iii) The Construction and Maintenance Agreement, called the Aurizon Construction and Maintenance Enterprise Agreement 2014 (C and M Agreement). However, the unions remained unmoved on their position to have ‘rollover’ enterprise agreements. In light of ongoing union disagreement, Aurizon asked its employees to vote on the three proposed enterprise agreements without Union support in September 2014. Most employees approved The Staff Agreement, however there was an unequivocal ‘no’ to the other two agreements. Subsequently, the Unions challenged the Staff Agreement vote’s validity and strove to have the agreement overturned. However, in January 2015 the Commission approved the Staff Agreement (Australia 2015).

Employee and union disgruntlement continued into January 2015 when Aurizon workers at Jilalan Rail Yard, south of Mackay, protested against the proposed enterprise bargaining agreement by going on strike for 24 hours. This site is significant as Jilalan is the largest depot linking Central Queensland’s Bowen Basin mines to Hay Point and Dalrymple Bay coal terminals near Mackay (Norris 2014). Rail Tram and Bus Union state president Bruce Mackie said that the strike represented Aurizon workers’ frustration over 18 months of enterprise bargaining agreement negotiations. Mr Mackie stated that ‘Negotiations are scheduled to recommence shortly and we’re hoping that with this action being taken that Aurizon returns to the table with a different view of where they are heading’ (Lees 2015). However, by April 2015, strikes recommenced with Callemondah (Gladstone), Bluff and Stanwell depots going on strike for 24 hours in an action that Owen Doogan, the State Secretary for the RTBU said was designed to force Aurizon to discuss a ‘fair deal’ (Spelitis 2015).

Ultimately, on 22 April 2015 a Full Bench of the Fair Work Commission made orders pursuant to Section 225 of the *Fair Work Act 2009* (Cth) (*Act*) to terminate 12 of Aurizon’s expired enterprise agreements (Agreements) (Freehills 2015). The FWC Order was effective
May 18, 2015. Aurizon stated that the decision would assist to finalise contemporary, modern workplace agreements that were fundamental to the Company’s transformation program, and achieving a world class Operating Ratio (Aurizon 2015b). Aurizon also announced that the introduction of the ‘landmark’ enterprise bargaining agreement would provide $380 million in savings over the next three years (Ludlow 2015 p. 1).

Following the FWC full bench decision to terminate the enterprise agreements for Aurizon employees, rail unions accused the FWC of launching ‘a direct attack on workers’ rights’ after its decision. Australian Manufacturing Workers’ Union (AMWU) Assistant State Secretary Terry Bradley said that the ‘appalling’ decision had left union members angry and disappointed, ‘They see it as giving a green light to greedy corporates to effectively hold a gun to their workers’ heads, hold out for their agenda and when they fail to win the argument simply terminate the agreements and threaten to send workers back to the minimum award conditions’ (Conaghan 2015, p. 1).

RBTU National Secretary Bob Nanva was even more incensed over the decisions ‘kick in the guts to Aurizon workers’, when he stated (Patty & Wiggins 2015, p. 1):

> The Fair Work Commission had to decide whether or not this corporate tantrum, this industrial dummy spit, was in the public interest. Incredibly, the commission decided that terminating the agreements was in the public interest so that Aurizon could become more ‘competitive’ at a time when Aurizon has around 70 – 75% percent share in Queensland. Clearly the independent umpire needs new glasses.

Mr Nanva also warned that the decision would create a ‘tsunami of industrial disputes’ (Union 2015, p. 5).

Although the unions contested the decision in federal court, on 3 September 2015, the Full Federal Court upheld the decision by the Full Bench of the Fair Work Commission to terminate Aurizon’s 12 enterprise agreements, under s225 of the Fair Work Act 2009 (Jackson 2015).

4.5B.1.4 Recruiting International Rail Talent

At the same that there was a push to expedite voluntary redundancies, Aurizon had a clear focus on recruiting rail talent with international experience into senior executive positions.
For example, Aurizon 2012 – 2013 Annual Report, (Limited 2013a, p. 7):

Mike Franczak was appointed Executive Vice President Operations and joins the team with 25 years’ experience at Canadian Pacific Railway Limited, including his most recent role as Chief Operations Officer. His experience in the transportation of bulk commodities will be invaluable to our customers and his expertise is essential to the transformation of our business.

Executive Vice President Strategy appointee was Alex Kummant who (Limited 2013b, p. 7):

…brings more than 25 years of experience in the North American industrial sector, including executive positions at Emerson Electric, SPX and Union Pacific. He was also Chief Executive Officer at Amtrak, the US national passenger rail service.

Executive Vice President and Chief Financial Officer (EVP and CFO) Keith Neate was listed as an executive with former senior roles at KPMG in the United Kingdom, and former CFO of Virgin Blue (Limited 2013a).

The Aurizon 2013 – 2014 Annual Report continued to highlight the influx of international talent such as Mauro Neves who commenced in the role of EVP Commercial and Marketing on 1 January 2014. ‘He brings further global experience to the Executive Committee…having spent much of the last decade with Vale, most recently as Global Director Coal’ (Holdings 2014, p. 25).

Interviewees also identified that recruiting International talent was a key strategy in achieving world class status:

Well, the aspiration for us is to be as high performing as those class one railways in North America. So bringing in some senior executive level expertise from those companies is helping us to achieve that world-class performance (John).

4.5B.1.5 Corporate Culture Changes – Internal Stakeholder Perceptions

Aurizon see the restructuring as a positive move that is enhancing their corporate culture, ‘the positive cultural change we are progressing make Aurizon a better place to work and a better company to partner with’ (Limited 2013a, p. 5).

Some interviewees strongly support this statement:

I’ve seen quite a difference in terms of move away from bureaucratic processes to being more
Some interviewees agreed that there had been dynamic movement in the corporate culture but were more neutral about stating whether that was a positive move or not;

*So I think yes the culture has definitely moved. We also – if you look at the executive like the top 80 leaders I think there’s only – I think it’s like 20 out of the top 80 who have been here for longer than eight years. So there’s about three of them have been here for 30 years and then most of them are within the last five years. So from a culture point of view that shifts, that takes and that moves people rightly or wrongly depends on where you’re trying to get to. So yes there’s definitely been a lot of momentum in that and there’s a lot more to go (Ben).*

They identified however that there hadn’t been close synergy of the rebranding to the desired corporate culture:

*So I think – and once again branding is more than just the name and the logo and the colours and all the bits and pieces. I think – from my perspective we haven’t actually connected the brand to our culture (Ben).*

### 4.5B.1.6 Aurizon Workforce Diversity – Gender and Indigenous Equity

As part of the restructuring process, Aurizon state that they are focused on increasing workforce diversity including a significant increase to Indigenous and female employees:

*Yeah so look, we’re very focused on diversity both as an ASX top 50 company but also because our CEO and executive leadership team acknowledged that the diverse workforce is a better-performing – or can result in a better performing company. So gender diversity, simply for the fact that we have somewhere around 13 per cent of our workforce is female, and in a world where it’s pretty much 50/50 we need to do a bit of work to ensure that we have more equality in the workplace. We’re also focussed on Indigenous diversity within the company. So we’re a signatory to the Australian Employment Covenant and our CEO has been quite vocal about wanting to increase the number of Indigenous employees within the company (John).*

*So diversity is a whole range of things, diversity of ideas and gender, indigenous (Ben).*

In validating their commitment to employing more women, Aurizon make the following statement in their 2012 – 2013 Annual report, (Limited 2013b, p. 18):

> Aurizon has made a major commitment to improving gender diversity in the workplace by signing a two-year empowerment partnership with the Australian National Committee for United Nations (UN) Women. The partnership will support the work UN Women do in advancing equality for women globally. The Company has also signed the UN’s Women Empowerment Principles.
The company also provided a commitment to engage at least one female director at all times, increase by 15% female Management Leadership representation, and ensure that from FY12, future graduate intakes would be comprised of at least 25% females. In 2013-2014, these targets were increased to 21% female Management Leadership representation and 31% in middle management roles (Holdings 2014).

However there appear to be some resistance from within Aurizon workforce itself to these proposed gender equity changes. Graffiti appearing on an Aurizon train in 2015 declaring ‘Diversity = Less jobs for men’ was thought to be the handiwork of one of Aurizon’s 2000-plus male train crew (vs the 150 women on the driving teams). In response, CEO Lance Hockridge stated, ‘Heavy-haul railways in Australia have a long history of male dominance and a deeply entrenched culture of blokeyness...[But] misplaced nostalgia is no reason to turn a blind eye and accept what may be difficult to change’ (Ludlow 2015).

In the indigenous space, Aurizon states that (Limited 2013a, p. 19):

“Aurizon continues to work hard on its commitment under the Australian Employment Covenant to provide sustainable job opportunities for Indigenous Australians. This year we have recruited 25 new Indigenous employees across the enterprise predominantly in entry-level roles related to apprenticeships and traineeships. We continue to work closely with Indigenous communities to attract and retain Indigenous employees, while providing support mechanisms for the development of long-term careers with the Company.”

A key interviewee commented on the Indigenous engagement strategy as follows:

Yeah I’m – it’s an area I’m particularly passionate about how we’re going to engage – I’ve – it needs to be more than just entry level roles and that’s probably been our focus for too long... I’m really keen on a leadership and middle management activities so – and the beauty is because I’ve capability it’s actually focused on leadership, technical and commercial capability and with my remit I can actually start to focus on our leaders and developing there (Ben).

4.5B.2 Sydney Trains Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

‘Changing culture in a large organisation is a huge task and will take time to achieve’, Minister for Transport Gladys Berejiklian (Transport for NSW 2013a, p. 1). Following are findings of rebranding strategies impacting corporate culture changes at Sydney Trains.
4.5B.2.1 Challenge: Change RailCorp’s toxic corporate culture with embedded corrupt procurement practices

The changing culture statement by the Transport Minister identifying issues with ‘a large organisation’ only reveals the tip of a repugnant story that is centred around the polluted legacy of Railcorp’s endemic corruption. An inquiry into allegations of Railcorp’s corrupt practices revealed a toxic corporate culture in which many senior managers had embedded corrupt procurement practices. For example, during the Independent Commission Against Corruption (ICAC) inquiry which was investigating over $1.1 million defrauded by a senior RailCorp manager in a typical Railcorp contracting scam, Chris Ronalds, SC, counsel assisting the commission launched a scathing attack on Railcorp’s corporate culture (Besser 2008, p. 1):

Significant amounts of money disappeared through fraudulent schemes. But there are no accounting procedures that trigger flags when this occurs…this is a culture of acceptance with no apparent commitment to promoting an ethical work environment…[including] a process of ignorance, denial and cover-up…how is it possible for widespread fraud to occur involving the loss of millions of dollars to an organisation without any corporate knowledge about repeated occurrences?

The commission concluded that record-keeping at RailCorp was ‘shambolic’ and essentially all components of the procurement process, contracting, reporting arrangements, management competence and culture created ‘endemic corruption’ in RailCorp (Corruption 2008, p. 1):

The very structure of the organisation and the way it operates allows and encourages corruption… the inability of management to effectively manage the procurement process, and the weak oversight of the RailCorp Board of an activity fraught with corruption risks, worked in concert to allow the widespread corruption to develop.

Not surprisingly, ICAC made 40 recommendations for changes at RailCorp to combat ongoing corruption. ICAC levelled the responsibility for improving management and procurement processes and preventing corruption at RailCorp’s CEO, the RailCorp Board and the Minister for Transport. This extraordinary indictment prompted a flurry of negative media fuelling mounting public disgust at the corruption within Railcorp’s rail workforce. It is therefore no surprise that the Transport Minister Gladys Berejiklian subsequently (15 May 2012) announced the ‘fixing the trains’ initiative that included splitting RailCorp to create Sydney Trains and NSW Trains (Budd 2013).
4.5B.2.2 Significant Workforce Restructuring

A principal strategy for ‘fixing the trains’ quickly became apparent. Workforce restructuring commenced even prior to the rebranding, with Minister for Transport Gladys Berejiklian announcing on Tuesday 15 May 2012 that under the ‘Fixing the Trains initiative’, potentially 750 voluntary redundancies would be provided to RailCorp middle management. It was highlighted at the time of the announcement, that RailCorp had 20 times the number of senior bureaucrats for the size of its workforce than the NSW Department of Education and Training and 4 times more than the former RTA (Rail Transport Authority). Bureaucracy in RailCorp was therefore multi-layered, said to slow down decisions and dampen innovation, creating increasing difficulties for employees to effectively undertake their job tasks. Conversely, the redundancies were foreshadowed to reduce bureaucracy and simplify processes (Berejiklian 2012).

Perhaps not surprisingly these announcements were met with some furore by Union representatives. For example the Australian Services Union (ASU) NSW assistant secretary Asren Pugh declared that job cuts would create station closures, notably decrease customer service levels and negatively impact rail safety of the surviving trains (Wood 2012). The staff cuts were complicated by Enterprise Bargaining Agreements negotiated by the former Labour government under which the minister was prohibited from unduly terminating staff. Media reported senior government sources as stating ‘we are expecting a brawl with unions’ (Clennell 2012, p. 1).

4.5B.2.3 Industrial Relations Issues – Enterprise Bargaining Agreements

Not unsurprisingly then, similar to Aurizon, Sydney Trains became embroiled in significant industrial relations issues, at the heart of which was intensive negotiations around Enterprise Bargaining Agreements. Interviewees expressed that this uncertainty impacted on their ability to undertake meaningful internal branding.

We’ve just come through literally nine months of enterprise agreement negotiations with the entire 10,000 staff. The vote is on Friday. We’ll then know if it’s over the line that will free us up to do these more kind of stuff like staff engagement that really enables us to focus on message. What’s it about, what we want you to be like if you worked for Sydney Trains. What does it feel like, blah, blah, blah and we just haven’t done that because we’ve been side-tracked by all this complicated industrial relations stuff.

A major component of the new enterprise agreements was designed to significantly alter the previous ‘job for life’ instrumentality:
No. We had one big one, which was for the whole organisation. It dated back to 2010. When we initially started negotiating it with the unions we wanted five. So one for New South Wales Trains, one for Maintenance, one for Ops, one for Customer Service and one for Corporate I suppose it must have been. Oh no, one for Cleaning. They didn’t like the sound of that at all. So we eventually negotiated to the point we’ve agreed on two. They are pretty much the same, one for us, one for New South Wales Trains. The big-ticket items for us – is getting the infamous clause 47, which is basically you’ve got the job for life, which has been the big bone of contention. Well not really, but – so, nice pay rise, 9.3 over three years, not to be sniffed at. Then a new deed that you can have 12 months’ notice if you’re made redundant. I bet that’s not like where you are, is it? Then getting rid of this clause 47. It was in The Sydney Morning Herald a couple of weeks back. The story was there there’s 10,000 people voting to either get – lose their job for life or have a 10 per cent pay rise. So the vote is on Friday. Sorry, the count is on Friday (Janine).

The following report provides some flavour as to the nature of negotiations (Express 2014a, p. 1):

On Wednesday 14 May 2014 the Combined Rail Unions’ officials met with the Rail Entities to advise the outcomes of the Delegates’ meeting held on Tuesday, and to continue negotiations on the issues identified by the delegates’ in the latest offer as being unacceptable.

These issues include:

the removal of Clause 26 (Salary Maintenance);
the removal of Clause 47 (No Forced Redundancy);
the Term of the Agreements offered; and
ensuring the legal enforceability of the proposed Facilitation Clause.

No agreement could be reached at the meeting, and after the negotiations concluded, Sydney Trains and NSW Trains lodged an application with the Fair Work Commission, under s240 of the Fair Work Act, for the Commission to deal with a bargaining dispute.

Eventually, however the notorious ‘job for life’ clause (47) preventing forced redundancies was removed along with the salary maintenance clause (26) with a new workforce agreement approved by Sydney Trains and NSW TrainLink staff. The event was cited as a ‘major industrial victory’ for Transport Minister Gladys Berejiklian. The Transport Minister stated the new enterprise agreement would save taxpayers $20 million annually, ‘For so long, rail organisations in NSW had been hamstrung by this ridiculous clause that does not exist in any other comparable NSW government agency’ (Saulwick 2014b, p. 1).
Figure 4.36: Victorious Transport Minister Gladys Berejiklian following removal of ‘this ridiculous clause’

Source: (Saulwick 2014b)

Similar to Aurizon however, the cost of redundancies was substantial:

*I saw in the media that there have been 750 negotiated redundancies that equated to almost $75 million a year* (Interviewer). *Yeah, precisely. We’ve got 210 people who are sitting in no man’s, who refuse to take redundancy. They’re the job is for life people that we just can’t get rid of. They haven’t actually got a meaningful job, so it’s costing the taxpayer millions of dollars a year* (Janine).

Given the diminished focus on internal branding in light of the enterprise agreement negotiations, it was perceived that corporate culture changes had been relatively slow:

*So maybe there is a bit of a lag time in terms of changing the corporate culture?* (Interviewer). *Oh definitely* (Janine).
As an afterword to this issue it is salient to note that The Rail Tram and Bus Union continue to raise employment as an issue stating that the NSW Government has provided an attack on
frontline transport services. They state that the NSW Government has their priorities completely wrong and posted the following graph to highlight the diminishing number of frontline service positions, whilst there is a corresponding increase in ‘Corporate’, ‘Professional’, and ‘Senior Service’ roles (Loco Express 2016).

### Table 4.3: Chart Depicting Falling ‘Frontline Service’ Positions and Increasing ‘Corporate’, ‘Professional’, and ‘Senior Service’ Roles at Sydney Trains 2013/2014 Compared to 2014/2015

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number of employees 2013-14</th>
<th>Number of employees 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train Operations</td>
<td>537</td>
<td>508</td>
</tr>
<tr>
<td>Train Crew</td>
<td>2447</td>
<td>2400</td>
</tr>
<tr>
<td>Station Staff</td>
<td>1918</td>
<td>1837</td>
</tr>
<tr>
<td>Asset Management – Trades</td>
<td>2341</td>
<td>2125</td>
</tr>
<tr>
<td>Asset Management – Engineering</td>
<td>589</td>
<td>552</td>
</tr>
<tr>
<td>Corporate</td>
<td>789</td>
<td>888</td>
</tr>
<tr>
<td>Professional</td>
<td>640</td>
<td>863</td>
</tr>
<tr>
<td>Presentation Services</td>
<td>n/a</td>
<td>525</td>
</tr>
<tr>
<td>Senior Service*</td>
<td>406</td>
<td>460</td>
</tr>
<tr>
<td>Other</td>
<td>181</td>
<td>222</td>
</tr>
<tr>
<td>Total</td>
<td>9828</td>
<td>10370</td>
</tr>
</tbody>
</table>

*TINSW officers operating in Sydney Trains

Source: (Loco Express 2016)

### 4.5B.2.4 Recruiting International Rail Talent

Similar to Aurizon, a key strategy of Sydney Trains following restructuring was to buy in rail talent:

*Of course, they – the Rail Chief Exec was appointed, who is known as Mr London Underground, Howard Collins. I think... bringing him from overseas probably signalled that we wanted a fresh pair of eyes on the situation (Janine).*

Howard Collins appointment followed a world-wide search. During the announcement of the appointment of Sydney Trains new CEO, the Minister for Transport Gladys Berejiklian waxed lyrical on the world class qualities of Howard Collins (Transport for NSW 2013b):
This is a massive coup for Sydney and the fact we were able to attract someone of Mr Collins’ calibre is a significant sign of confidence in the reforms we are undertaking... Mr Collins’ job will be to deliver a world class rail network for Sydney and bring in a new era of customer-focused culture. He has an excellent reputation in the industry, having been accountable for the daily operations of the entire London Underground network. His background includes a proven record in delivering quality, integrated public transport, including involvement as a senior executive in operations and customer service, security, electronic ticketing and reform. In Sydney he will be tasked with delivering a customer-first culture, ensuring our trains are as safe as possible and delivering better value for money for taxpayers – the objectives set out in our Fixing the Trains reforms. This will be a challenging and complex role and I am so pleased to be able to appoint one of the most respected rail operators in the world.

Figure 4.37: Minister for Transport Gladys Berejiklian, with Sydney Trains CEO Howard Collins

Source: (O’Rourke 2013)
Howard Collins experience comes from a 35-year career in the London transport system, including responsibility for restoring rail services following the 2005 London bombings. His efficient management of London transport during the London Olympics, earned him an officer of the Order of the British Empire (OBE) (Railpage 2013).

Figure 4.38: Sydney Trains CEO Howard Collins (OBE) presents Queen Elizabeth with a Tube-style sign for her London residence

Source: (Carswell 2015)
4.5B.2.5 Barbeque Test – Pride

A theme that was mirrored by several of the AROs was the notion of wanting to create a sense of pride. This was quaintly expressed by one Sydney Trains interviewee as the ‘barbeque test’:

Yeah. I think, for me, that’s about making people feel proud of the organisation they work for. It’s that thing about would you tell people at your barbeque who you work for. When you actually go out there and feel proud to talk about who you work for, I think then you are having a major breakthrough. I don’t know that we’re quite there yet. I think there is probably a significant minority that are pleased to be here and we’ve got quite a lot of new people here and all that (Janine).

There was also a view that the staff uniforms were instrumental in enhancing a feeling of pride:

I hope when our staff wear them that they feel a vague sense of pride in the uniform (Janine).

The notion of creating more pride in working for Sydney Trains was also reflected in media reports quoting Minister for Transport Gladys Berejiklian, ‘This is the beginning of a new era where sitting in an office on the station all day is out, and helping the customer and being proud of working on the railways is in’ (NSW, NTf 2013a, p. 1).

4.5B.2.6 Sydney Trains Diversity – Gender and Indigenous Equity

Similar to Aurizon, Sydney Trains state that they are seeking to increase female representation and Indigenous equity in their organisation.

The following Table 4.4 identifies the target and actual diversity representation in Sydney Trains as depicted in the Sydney Trains Annual Report 2014 (Trains, S 2014).

<table>
<thead>
<tr>
<th>Workforce Diversity Group</th>
<th>Benchmark/Target</th>
<th>2013 / 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait islanders</td>
<td>2.6%</td>
<td>0.8%</td>
</tr>
<tr>
<td>People whose first language as a child was not English</td>
<td>19%</td>
<td>15.1%</td>
</tr>
<tr>
<td>People with Disability</td>
<td>N/A</td>
<td>2.2%</td>
</tr>
<tr>
<td>People with disability requiring work-related adjustments</td>
<td>1.5%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Source: (Sydney Trains 2014, p. 94)

Notably the target for women is 50%, whereas the actual female employee representation was just 16.2%. Ostensibly indicative of this objective, Sydney Trains Chief Executive Howard Collins recently announced a record recruitment of female maintenance apprentices in a
traditionally male dominated field (Trains, TS 2016). However, it should be noted that the 5 females were appointed out of a total of 39 positions, which equates to a 12.8% female representation.

4.5B.3 V/Line Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

Following are findings of rebranding strategies impacting on corporate culture changes at V/Line.

4.5B.3.1 V/Line Workforce Restructuring

V/Line identified that their workforce numbers have dramatically increased since the rebrand in 2007.

*Our footprint has grown enormously. The time period we’re talking about, we had about 700 actually. We’re now 1500...It’s a lot of growth and that 700 to 1500 growth is due to the state government instructing V/Line to take over all the maintenance of tracks around Victoria, all the railway tracks. So that’s pretty much how we doubled our workforce. Before that we were just running trains. So a lot has changed since the rebranding. I can’t tell you whether that change was driven by the rebranding per se. I think it’s a matter of a lot of converging factors. One of them is obviously the product improvements (Caroline).*

The 2007 Annual report verified a dramatic increase in workforce numbers, ‘During the year, V/Line’s total staff numbers increased from 856 to 1255’ (V/Line 2007, p. 41). A significant 31.8% employment increase.

4.5B.3.2 Corporate Culture Changes – More Professional

Yes, I think the corporate (culture has changed). Again, we’ve got sort of one culture here in Head Office and a different culture out in the regions. It’s just the nature of things. But I think the corporate, the culture has, the way it’s changed is that I think it’s become more professional. V/Line, in this case this is not just to do with the rebrand, this is to do with the enormous growth we’ve had as well in terms of patronage, and the enormous growth we’ve had in terms of receiving these new tracks, new trains, all that kind of stuff (Caroline).

4.5B.3.3 Corporate Culture Changes – Keeping Country Values

We are becoming a bit more corporate but I think we’re doing a good job in terms of keeping the country values and that comes with having a lot of management out in country Victoria as well. They do a lot of the face to face, the actually local media and also local stakeholders like councils and stuff. So it’s not just all coming out of Head Office... I still think we’ve retained our country values, definitely (Caroline).
4.5B.3.4 V/Line Diversity – Gender and Indigenous Equity
The configuration of gender of the V/Line workforce reported in the 2007 Annual Report was 766 males and 143 females (V/Line 2007). Thus females represented 18.6% of the workforce. There did not appear to be a clear strategy at that time to increase the female quotient of the workforce. There is also no mention of an Indigenous workforce strategy at that time.

4.5B.3.5 V/Line – Innovative Advertising, Rebranding and Community Awards
V/Line has demonstrably been very proactive in creating innovative advertising. Some of V/Line’s Awards with associated comments are listed below:

Australian Marketing Institute – 2007 Finalists, Awards for Marketing Excellence
Category: Brand Revitalisation

V/Line Passenger, ‘A Careful Balance Between Old and New’

Australian Marketing Institute – 2008 Finalists, Awards for Marketing Excellence
Category: Corporate Social Responsibility

V/Line Passenger Pty Ltd — V/Line’s sponsorship growth into CSR

Australian Marketing Institute – 2009 Finalists, Awards for Marketing Excellence

V/Line ‘See Things Differently’ Pilot Campaign

Australian Marketing Institute – 2011 Finalists, Awards for Marketing Excellence

Corporate Social Responsibility

V/Line Life Training Campaign, V/Line Pty Ltd (Vic winner)

Cannes Lions Creative Effectiveness 2014, Grand Prix

V/Line -The Guilt Trip Campaign

This prestigious Grand Prix of Cannes award was particularly interesting as it related to a very innovative marketing strategy that had been created by McCann Melbourne for V/Line. In fact the campaign was thought to be so innovative and useful, that the Cannes jury
president David Sable who voted for the V/Line campaign stated, ‘This insight was so fresh we want to form a company and take it to every train company in the world’ (Mumbrella 2014, p. 1).

Essentially V/Line’s aim was to increase train patronage during non-peak periods, such as train trips in the middle of the day and those travelling against commuter traffic (Macleod 2014). V/Line research identified that there was a potentially huge opportunity in ‘Visiting Friends and Families’ (VFF). In fact VFF represents 49 per cent of Victoria’s tourism market, with an estimated tourism value of $7.5 billion per year (McIlroy 2012). This target market was however difficult to capture as many young Victorians had left rural towns for cities, and were too busy to visit friends and relatives left back home in country Victoria (Macleod 2014).

V/Line General Manager of Marketing and Stakeholder Relations, Paul Matthews, explained the strategy as follows (Brief 2014, p. 1):

*Growing the visiting family & friends segment is a key focus for V/Line. This market provides a huge boost to regional economies and is an important part of the Victorian State Government’s regional strategy. As every country person knows, it’s not always easy to get their friends and family in city to come and visit. A well-laid Guilt Trip is a great way of getting your family and friends to visit more often.*

In order to give people a reason to go from the city back to the country, V/Line needed to go beyond making a rational appeal to this target market, rather they needed a functional and emotional solution. To achieve that they engaged McCann Australia. This advertising agency focused on creating a highly functional product that leveraged the powerful emotion of guilt, and created a campaign called ‘the Guilt Trip’. The functional component was a pre-paid train ticket sent to family and friends from the Guilt Trip website. The emotive component was the message of guilt. John Mescall, McCann Executive Creative Director explained the rationale for devising this emotive marketing message (Brief 2012, p. 1:

*Family comes before everything. That’s what they say. Unless of course ‘they’ are your children, in which case the saying is reversed. Guilt is one of the most powerful motivational tools a parent or a friend has. Our job is to help people harness this power for good.*

The guilt trip message was built into marketing mediums including print and outdoor billboards, tickets emblazoned with ‘the guilt trip’, direct mail, digital media and a raft of humorous, innovative videos focused on teaching parents ‘the art of guilting your kids back
home’ featuring Louise, a fictional guilt trip advisor (Baron 2014). In addition to the numerous awards, the Guilt trip campaign created a 28% increase in call centre enquiries and accelerated V/Line off-peak monthly sales by 15% (Brief 2014). This equated to an additional 160,000 extra visits back home and during the campaign period VFF consideration for travelling on V/Line increased by an average of 28% (Baron 2014).

Interestingly, Adnews conducted a series of neuro-analyses of Cannes winning ads, including V/Line’s. Their conclusion was surprising as it identified that men showed a stronger emotional response to the ‘Guilt Trip’ campaign than women…’Looking at the overall average for the ad, men responded with greater emotional intensity, engagement and, most importantly long-term memory encoding’ (Baker 2014, p. 1).

Illustrated below are some of the marketing mediums used for the guilt trip campaign.

Figure 4.39: Guilt Trip Pre-Paid Ticket
Source: (Baron 2014)
Figure 4.40: Guilt Trip Website Homepage

Source: Baron (2014)
Chapter 4 - Presentation of Findings – Within Case Analysis

Figure 4.41: Guilt Trip Press and Outdoor Advertising
Source: (Baron 2014)

Figure 4.42: Guilt Trip Direct Marketing
Source: (Baron 2014)
4.5B.4 MTM Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

Following are findings of rebranding strategies impacting on corporate culture changes at MTM.

4.5B.4.1 MTM Workforce Restructuring

In contrast to Aurizon and Sydney Trains, and similar to V/Line, MTM appear to have increased, rather than decreased their workforce. Concomitant with other organisations employee changes has been achieved via the vehicle of workforce restructuring during which there was a significant ‘reshuffling’ of skillsets.

*But there has been quite a turnover and quite a change and we have brought different skillsets in. So even though the numbers – we’ve gotten rid of a lot of people but we’ve brought in more. So our starting numbers in terms of people numbers were I think about 3800; we now have 4600. So we’ve actually added people but we’ve added them in different places to what there was. So for example, in the driver area there were only a couple of managers for our 1000 drivers whereas we now have a ratio I think of about one to 35 or thereabouts. So we’ve added more management in areas where we’ve believed it’s been needed. So it’s just different people in different seats on the bus* (Tina).

It was also suggested that the majority of restructuring had occurred among top level management:

*Well the observation I can make, and this is I think completely straightforward, is that when it went from Connex to Metro it was essentially the top layer that changed. So it was a management layer that changed from the Connex people to the Metro people and the layers underneath which are the operational ones basically stayed the same. Because you need people to run your network. When you change franchisees you can’t throw thousands of employees out and just put – so it was that top layer that changed, as you’d expect* (Tony).

It was also stated that MTM’s overall workforce is significantly smaller than other rail organisations implying that MTM leverage greater efficiencies than other rail organisatons:

*If you look at the number of people that we have running our railway for the passenger numbers and the service numbers say compared to other similar sized railways. So I think New South Wales has got about 16,000 people and we’ve got 4600 for a similar size* (Tina).

4.5B.4.2 Small Marketing Department

MTM interviewees explained their relatively non-existent marketing department as follows;

*Yeah so all of the marketing really is done by PTV and we have a very low marketing budget* (Tina).
4.5B.4.3 Pride
The element of ‘pride’ is such a central aspiration for MTM that the words are enshrined into their vision, ‘Our vision is ‘a proud railway for everyone, everyday’ (Metro Trains 2014, p. 2).

4.5B.4.4 Employee Loyalty
However, employee loyalty was clearly aligned more to the railways, rather than to Metro as an employer:

Yeah. So culturally... their loyalty is actually to the railways, rather than to Metro. Whether that’s a hangover of a few different people through the privatisation and franchise process I don’t know but certainly the loyalty I think you’d find is more to the railways than to any operator (Tina).

4.5B.4.5 Corporate Culture Changes – Dynamic, Constantly Evolving and Changing

Yeah I think today we’ve got a much more dynamic culture and workforce. We say that we’re in the business of change: nothing stops and stands still here. So we’re constantly evolving and changing and whether it’s structural change or change within the small micro areas, we’re always looking to improve, to innovate, to change. Those that thrive at Metro are those that can cope with change (Tina).

PTV indicated that corporate culture changes would become increasingly positive as public transport entities became increasingly aligned:

So we’re starting to align more in that what we value and what operationally they value are similar and that’s what we’re starting to work towards which I think – and we’re having a lot of cross functional, we’re having meetings, we’re having a lot of interaction with each other to understand our customer benefits are the same. Internally we want a drive the same, we want the same culture. We want a culture where people actually want to come and work for MTM, V/Line, Yarra, PTV. We want people to work in that environment. So we’re starting to work together in that space which I think – you’ll see quite a significant change in the next 12 to 18 months. So that’s what we’re all working. But they need to understand what our framework was, not just this but what our strategic plan was for PTV, and obviously some of that’s driven by government. But it’s also what are they delivering too. So once we bring all that together then that will make a significant change in how we internally feel and externally feel (Tina).
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4.5B.4.6 MTM – Innovative Advertising

MTM state that (Metro Trains 2014, p. 8):

...as the sporting and cultural capital of Australia, Melbourne is host to many major events. These include the Spring Racing Carnival, the AFL football season, the F1 Grand Prix, the Australian Tennis Open and social and cultural experiences such as concerts, theatre and a range of community based activities. Metro will play an integral role in supporting these events by running additional and special services to cater for the needs of participants.

Certainly this theme of Melbourne being host to major sporting and cultural events has been a central one with interviewees in Victorian rail:

Then at major events we play a customer service role there. Grand prix, tennis we often have pop ups where people can go and ask information (Amy).... Yeah, and it’s also playing that role in key events that come to Melbourne (Amy).

But there’s White Night events that are held around the world...and we have one in Melbourne (Tony).

The following website screenshot confirms these statements:

Figure 4.43: Metro Extra Services: Melbourne Cup Carnival

Source: (Metro Trains 2016)
MTM identified that their successful advertising initiatives had been globally recognised:

*But that kind of thing I suppose for a four and a bit year old brand, we’re punching above our weight on a global scale because of some of the creative stuff that we’ve done overseas and domestically as well. Part of that I think comes with us being a franchisee and not a Government agency (Tina).*

However, their most creative, enduring and extensively awarded advertising initiative was a safety message strangely named ‘Dumb Ways to Die’.

The dumb ways to die safety campaign was created by McCann Australia whose rationale behind creating a campaign with such an unlikely name is that, ‘*Trains travel in a straight line. If you get hit by a train, you’ve probably done something wrong which makes getting hit by a train one of the dumbest ways to die*’ (McCann 2015, p. 1).

The Age described the Dumb Ways to Die advertisement as ‘darkly cute’, ‘instant earworm material’ and ‘irksomely catchy’. Just how catchy was demonstrated by the Metro Trains’ ad going viral, posting a staggering 2.7 million YouTube views within 48 hours (Dumas 2012).

According to McCann (2015) by February 2015 Dumb Ways to Die was the third most shared ad of all time with the video having around 100 million views and shared 4.8 million times. The Dumb Ways to Die message was converted into a game app that become the number one app in US, UK, Canada and Australia as well as 18 other countries. The second game app (Dumb Ways to Die 2) was released in November 2014 and within three months, had become the number one app in 83 countries.

There is now a dedicated Dumb Ways to Die Website [http://www.dumbwaystodie.com/](http://www.dumbwaystodie.com/), where consumers can download Dumb Ways to Die games apps, watch related safety videos and even buy a range of soft and cuddly Dumb Ways to Die characters. These characters include Bonehead, Mishap, Stumble, Botch, Dummbkopf and Dunce and for a mere $US 20 will regale purchasers with their favourite tune (Dumb Ways to Die), when their tummy is pressed.

‘Dumb Ways to Die’ has been cited as being the most awarded campaign in advertising history and the most awarded campaign ever at Cannes with 28 Lions, including five Grand Prix awards (Australia 2016). Additionally, ‘Dumb Ways to Die’ Campaign was awarded ‘Best of the Decade’ at the 2016 Asia-Pacific Tambuli Awards. The award recognises the best campaign of the decade (2005 – 2015) ‘that best exemplifies the creative idea and
execution of human good, while simultaneously achieving impressive business results’ (Campaign Brief 2016, p. 1).

The Dumb Ways to Die characters have now been painted onto MTM railway stations with accompanying safety directions and has become an embedded element of MTM’s branding message. In fact, a MTM interviewee stated that:

So if you think of Dumb Ways to Die – that kind of positions our brand (Tina).

Given that the campaign was designed several years ago, and the message is primarily safety / compliance focused in orientation, the thesis researcher asked MTM interviewees whether they thought it was timely to develop a different brand message – campaign:

I was wondering, since that was mainly around safety and you’re trying to build a brand personality, if you thought McCann could put something together that was more around actually just the personality of the brand or linking it to Melbourne or something like that? (Interviewer).

No, not really. We did an initial campaign which was This Is Me which we developed fairly early on but didn’t actually put that into market I think for about 18 months in the end. That was around identifying with customers and showing that we get them and it was this is me as in this is the story about me as well as using this is me, this is my stop. So that was the only real brand campaign that we’ve done. Because it’s not our brand and we can’t really be seen to be too excessive on spending, we actually have a really low marketing budget…Very low… Yeah so all of the marketing really is done by PTV and we have a very low marketing budget (Tina).

![Figure 4.44: Dumb Ways to Die Characters](source: Chloe 2014)
The Dumb Ways to Die safety message embedded into transport services appears to be expanding globally. The Regional Transportation District (RTD) in the United States has licenced the ‘Dumb Ways to Die’ safety champions’ campaign from MTM to publicise safety to its bus customers in Denver, Colorado (Magazine 2016).

MTM chief corporate relations and business development officer, Leah Waymark informed AdNews that MTM could potentially license Dumb Ways to Die across the globe, but would be very selective about the organisations it grants a licence to (Micaleff 2016).

4.6 CERF – Evaluation

This section relates the ‘evaluation’ phase of the CERF. The discussion in this section is aligned to Research Question 5: ‘How is brand equity measured by AROs and how is it captured to evaluate rebranding success?’

This section identifies how AROs measure potential changes to financial brand equity as well as customer based brand equity.

4.6.1 Rebranding Evaluation – Measuring the Success of the Rebranding Strategy

4.6A.1.1 Aurizon – Measuring Financial Brand Equity

The media reported that equity analysts and consultants had widely diverging views of the potential impact of the name change on brand equity (Wiggins & Ludlow 2012, p. 2):

*Equity analysts yesterday said they were more concerned with QR National’s coal haulage volumes than its branding, with some describing the name change as ‘ridiculous’. But consultants said while QR National would have to be careful not to destroy its brand equity, the change could make commercial sense. ‘It might create the opportunity to increase brand and business value,’ said Tim Heberden, managing director at Brand Finance.*

Following are Aurizon interviewee responses to the interview question, ‘How does the rail organisation measure the financial impact of the rebranding?’

*I don’t think so. I don’t think there’s a lot of analysis on that. Yeah, that’s a billion-dollar question for most companies. Yeah, I don’t think so (Courtney).*

*I just want to talk about the financial impact. Of course, you’ve got your annual report and the EBIT is going up and that sort of thing is generally good. Is there any way that you measure the link specifically between the rebranding and the incremental change in revenue linked specifically to*
4.6A.1.2 Aurizon Stock Movements coincident with rebranding from QR National to Aurizon

Although Aurizon do not have a formal method of measuring financial brand equity, an analysis of the fluctuations in their share price pre and post the name change announcement is revealing. Figure 4.45 provides a share price chart that demonstrates a significant increase in the organisation's share price in the days, weeks and months following Aurizon’s announcement of their name change. The implications of this in relation to potential enhanced brand equity is discussed in Chapter 6, Section 6.1.1.1.

Figure 4.45: Stock Price Fluctuations pre and post name change from QR National to Aurizon

Source: Developed for this research
4.6B.1.3 Aurizon – Measuring Customer Based Brand Equity

Aurizon does have a mechanism for measuring consumer perceptions, namely ‘Brand Track’, which is conducted quarterly primarily via online surveys.

Additionally, it is clear from the interviews that Aurizon has tracked the increasing awareness of their brand. Interviewees however highlighted an ongoing, consistent perception of their brand being associated with passenger rail, rather than freight rail as well as a residual perception that the brand continued to be government owned.

Yeah, we looked at awareness of QR National versus Aurizon. It has been a really big job. When we were in market with our sponsorships, the brand awareness of Aurizon is stronger (Courtney). They do do external brand tracking, which is that quarterly report. Which looks at probably too many questions. You know effective sponsorships, are we good to invest in, how would you describe us? Awareness consideration that type of things. Customers, I know that they do do direct research pieces. But nothing is all encompassing unfortunately (Courtney).

Ironically the old QR no longer existed but the letters QR existed in the private company, QR National, and not in the passenger services group, which was Queensland Rail. So we were often referred to as QR all the time. Our brand people had the tracking mechanism to track the perception of the brand over time and clearly most of the public within Queensland still thought we were the government business that ran passenger trains, probably because we had QR in our name or QR National (John).

A lot of this is coming through the brand track. We measure all those perceptions. We have 20 attributes that we measure in two groups. One we call competence attributes and another one we call likeability attributes. So things like are you bureaucratically well run? Would I invest in you, views about the environment and all those things. The other thing we were measuring as well, how many people thought we were a freight business, how many people thought we were a passenger business, even after – as QR National. In Queensland at least, nearly 50 per cent of the market still through we were a passenger business (Luke).

Yeah, nationally in the regions which we operate, which are largely in regional areas. Obviously we have a presence in Brisbane. But a lot in regional Queensland, Hunter Valley, Victoria and WA, which are our biggest markets. Online surveys, yeah, done monthly and reported quarterly (Luke).

Some of the results of the Brand Track seemed to indicate that the brand associations that customers held with Aurizon were significantly more favourable than previous associations with QR National, and this was deemed to be a direct consequence of rebranding / changing the name, as follows:

People who knew us QR National, in terms of reputation and a good place to invest in…26 per cent think we had a good reputation. People that know us as Aurizon, 42 per cent think we’ve got a good reputation. As a good place to invest in, people that knew us as QR National, 18 per cent to 27 per cent (for Aurizon). To me, that’s the premium that the new name – and that came in from day one.
Overall reputation, advocacy, likeability, competence, Aurizon scores higher... When we changed the name, we – I put in place some of these, just to try and measure the effect of the name change... they value the name. The challenge we’ve got now, is just getting people to understand a bit more about what we’re about and what we do. Awareness of QR National is still higher than Aurizon, but the gap is closing. We track all that (Luke).

However, other interviewees identified that a distinct / unique positioning perception had not yet been achieved:

I think also where the brand lacks is really its definition. Our company is shifting its strategy a bit, so we don’t really have a brand strategy and we don’t really know the essence of the brand and how that fits to our company goals. So to say, I work for Aurizon, we’re a rail freight company and this is what it stands for. We don’t quite have that (Courtney).

It is also interesting to note that there did not appear to be any consumer testing of the proposed logo / name change to derive baseline data from:

You didn’t really run focus groups and try to get a consumer’s perception on what they thought? (Interviewer). No (Luke).

Nevertheless, Aurizon managers generally believed that the rebranding had generated overall positive brand perceptions:

Aurizon

Overall, you think that the rebranding has provided Aurizon with a more positive image and more favourable reputation? (Interviewer) Yeah, absolutely. Without blowing my own trumpet, but I – and usually I’m on the conservative side. But it’s done better than I could have had hoped, to be honest (Luke).

4.6A.2.1 Sydney Trains – Measuring Financial Brand Equity

Initial responses from Sydney Trains interviewees in terms of how they measure financial brand equity was somewhat unclear.

Can I ask you about the brand equity as such. In your corporate reports, you’ve been turning over $4.5 billion a year, in rail. You’ve got about $58 billion across the whole infrastructure. Rail however shows a deficit of $2.7 billion coming through fairly consistently. With the rebranding, was there any way, in terms of measuring financial impact of brand equity, that you identify – the rebranding had this particular effect? (Interviewer).

Yeah. I can answer that in a fairly general way. Quite simply, when you go from our brand zoo that I showed you before, you’ve got all these operators producing their own campaigns, their own collateral, their own messaging. So if you think there’s – there’s effectively five modes. There’s the two trains. There’s buses, ferries, and light rail. If all of those as different operating entities produce the same or similar things, all with their own branding and all with their own creative lilt to them, you’ve got a budget times five that’s being spent. So when you bring in an integrated brand, you find
opportunities for holistic messaging (Caroline).

When prodded further, a more complete image emerged:

Well potentially – I mean we have 3 per cent patronage growth in the last 12 months. People wouldn’t be coming to us if they didn’t like it or – it would be good to know how much of that is word of mouth, people recommending us saying oh yeah, start using it. So something is going on that’s good and positive. How you relate that to the brand, that’s a bit of a scientific process, which we haven’t done. I’ve worked in organisations before where we’ve done all that. But yeah, we should probably do some of that. I suspect if they put this business out to franchise, which may happen one day, that’s exactly what your marketing director would be looking to do (Susan).

4.6B.2.2 Sydney Trains – Measuring Customer Based Brand Equity

Sydney Trains chief executive Howard Collins identified that improvements had resulted in a 3 per cent rise in patronage in the year since rebranding, ‘We are listening to our customers… they also want better facilities ... it’s not putting lipstick on a pig’ (Saulwick 2014c, p. 1).

Brand measurement devices seemed to be a lot more arbitrary and nascent at Sydney Trains, explained as being due to a budgetary deficit as follows:

Ideally, we would have budget to research this. So to look at the brand impact on how people feel. Right now, we’re in a really cash-strapped government, so it – we don’t have a lot of money for those sorts of research initiatives at the moment. We would really love to do that, because I think to be able to measure the impact of brand is really important. We do obviously get a lot of anecdotal evidence through social media and, you know, mass media commentary. So we’ve got people all the time looking at blogs on transport, there are a lot of transport freaks out there that want to talk endlessly about buses or – I shouldn’t say freaks. Obsessives. Transport obsessives out there. So yes. We can take some of that stuff. We can read the conversations that are going on. There was a lovely one that we came across regarding the new suite of details on the interior of trains, just customer reaction to them. It was great anecdotal evidence that we’re doing the right thing there, yeah (Susan).

Okay, so you’re gathering anecdotal evidence, but there’s no actual metric in place at the moment to (Interviewer). No. Only because we haven’t got funding (Susan).

However, based on the anecdotal evidence, the sentiment was that the rebrand had generally generated a more positive stakeholder perception:

As a customer, certainly, as I said, we’ve had some great responses to some of the changes. Certainly the clean-up initiatives, our advertising about anti-littering on trains, the – our new behavioural decals that introduce a smile to things, quite literally that’s part of the graphic. This is being well received. It’s certainly not making the day harder on people (Susan).

It was also suggested that if Sydney Trains was ever franchised, that identifying appropriate brand equity measures and processes would be a priority:
Well potentially – I mean we have 3 per cent patronage growth in the last 12 months. People wouldn’t be coming to us if they didn’t like it or – it would be good to know how much of that is word of mouth, people recommending us saying oh yeah, start using it. So something is going on that’s good and positive. How you relate that to the brand, that’s a bit of a scientific process, which we haven’t done. I’ve worked in organisations before where we’ve done all that. But yeah, we should probably do some of that. I suspect if they put this business out to franchise, which may happen one day, that’s exactly what your marketing director would be looking to do (Janine).

A recent media report issued by the new Minister for Transport and Infrastructure, Andrew Constance revealed details of the Customer Satisfaction Index based on surveys of 17,000 customers. The surveys measure satisfaction ratings with ticketing, convenience, comfort, cleanliness, timeliness, accessibility, information, customer service, safety and security. Based on results of the Customer Satisfaction Index, the Minister for Transport stated that ‘satisfaction with train services has jumped significantly from 79 per cent in November 2012 to 90 per cent in November 2015’ (Constance 2016).

Table 4.5 below provides a summary of the overall Customer Satisfaction Index 2012 to 2016. Table 4.5: Sydney Trains Overall Customer Satisfaction Index

<table>
<thead>
<tr>
<th>Mode</th>
<th>12 to 2016 Overall Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train</td>
<td>79%</td>
</tr>
<tr>
<td>Bus</td>
<td>79%</td>
</tr>
<tr>
<td>Ferry</td>
<td>94%</td>
</tr>
<tr>
<td>Light Rail</td>
<td>91%</td>
</tr>
</tbody>
</table>

Source: Adapted from Transport for NSW (2016)

4.6A.3.1 V/Line – Measuring Financial Brand Equity

I’m interested in how you went about measuring brand equity. I know it’s probably difficult to totally pinpoint because it was 2007, but how do you think the rail organisation went about measuring the financial impact of the rebranding? (Interviewer).

They didn’t. As I mentioned before the people who led this project, their vision was certainly, was to
put a financial value on the brand. But that wasn’t supported. It’s obviously been a costly exercise to assign, if you do it properly, to assign a dollar value to the brand. At the time that was not supported on senior levels. So when I talk about brand equity I talk about the findings that came out of the focus groups and the quant in terms of our regional people being very heavily invested in the brand and having that ownership of the brand and, sort of yeah, we recognise that V/Line stuffs up every now and then, but we still love our V/Line. V/Line is ours (Caroline).

No, not personally. They’ve gone to other surveys in terms of perceptions of V/Line and satisfaction with service and everything else. But we don’t have that dollar value attached to the equity of the brand (Caroline).

However, V/Line pointed to increasing patronage as evidence of rebranding efficacy and increasing brand equity:

_We’ve also of course seen a huge positive impact on patronage (Caroline)._

### 4.6B.3.2 V/Line – Measuring Customer Based Brand Equity

V/Line does periodically measure brand awareness, however compared to Aurizon did not appear to have a systematic method of measuring ongoing brand perceptions:

_Also in terms of public’s perception of the rebranding, which is a difficult thing I suppose to measure, you know ongoing association, perception of the strength or perception of associations and what sort of unique or different associations may be formed, we don’t have a platform for ongoing measurement of that over time? (Interviewer). Not strictly speaking when it comes to brand per se. We do do surveys every so often about prompted and unprompted brand awareness in terms of, do you know who the regional provider of rail and coach in Victoria is?_

_That has to lead in on – in regional Victoria we sit at 98 per cent and we’ve been sitting at 98 per cent for as long as I know. Our brand penetration of regional Victoria is really good. In terms of metropolitan audiences, when we first started it sat at about 50. It’s now sitting at about 70 to 80 unprompted brand awareness._

_So you’ve got measures on brand awareness but not necessarily on the perception of the brand per se that goes along with that? (Interviewer). We’ve got perceptions of V/Line. We haven’t – within my department we might talk about it as brand perceptions but that hasn’t been the way to communicate it out to the line of business (Caroline)._

However, there was a feeling that the overall brand perception was positive:

_Undoubtedly. Of course I’m going to say that, I’m unlikely to say no, no. No but I seriously think that it did. In terms of our survey and everything else, we’ve seen a positive impact (Caroline)._

And responsible for a more contemporary image:

_But I also think that had we still been today using the brand that we were using in, before 2007, I think we’d still be dating perceptions of being outdated and just not with it (Caroline)._
In particular V/Line identified the success of the rebranding by highlighting that their rebranding efforts had been recognised by industry peers:

Yeah in, must have been 2007, 2009? I can’t remember now. We actually won the Victorian award for brand revitalisation from the Australian Marketing Institute which was, that’s amazing. Again for an organisation our – what we were then – our size and our very limited budgets being government funded, it was absolutely amazing to be recognised by our peers (Caroline).

4.6A.4.1 MTM – Measuring Financial Brand Equity
It does not appear that MTM have a mechanism in place to measure financial brand equity:

That’s difficult (Tony).

We don’t put a dollar value on it because we don’t own the brand so it’s not – the value to us in doing this brand survey work is really about we want people to like us and that’s going to help us to retain the franchise. So that’s really what it’s all about for us is what people think of us (Tina).

4.6B.4.2 MTM – Measuring Customer Based Brand Equity
Media reports in the Railway Gazette (2009a) identified that there were high government expectations of enhanced performance by MTM following the rebranding, with immediate enhanced positive customer experience promised by State Premier John Brumby:

The contract imposes higher performance standards than the previous agreement with Veolia Transport, including better punctuality, 24% fewer cancellations and a crime-reduction programme. ‘Passengers will notice the changes in their experience from day one’ said Brumby.

Some representatives were unsure of the process of measuring CBBE:

But I don’t know categorically but I can’t imagine there wouldn’t have been something done either by the Department or maybe even by Metro itself to be able to show to the Department at that stage this is how it’s being accepted across the network. Don’t know categorically (Tony).

Others had a broad notion:

Yeah, I think customer satisfaction and things like that, I think obviously MTM measure that quite regularly, customer satisfaction, as do we. So Metro have those statistics on their website. So if you go to Metro’s site they often publish what their customer satisfaction is (Amy).

Whilst another interviewee asserted that brand awareness and perception investigation was regularly undertaken:

So we’re looking at brand awareness, we look at unprompted and prompted (brand recognition) and we look at what other brands in public transport people know about and we ask them unprompted to name other public transport brands that you know of. A whole range of things really. So we’re looking at the brand itself and their perceptions of the brand as well as other things such as that we
add in each year that are a bit more bespoke around for example late running. So we have an actual survey and then we also do focus groups and tease that out a bit more too (Tina).

Interviewees identified that there was strong brand recognition, however also implied that this did not necessarily mean that this recognition equated to positive brand associations:

So yeah there was some talk about it but I think the equity in the brand is really strong actually. All the brand research that we do, there’s very strong brand recognition after only five years or even three or four years. It was still very strong brand recognition, sometimes for the wrong reasons (Tina).

MTM make a promise to the public to publish monthly operational statistics, within their ‘Metro Customer Service Charter’ (Metro Trains 2013 p. 11):

Metro will publish monthly network-wide performance data at all stations, on our website and through our dedicated customer feedback service within 10 days of the end of each month. This will include any eligibility for compensation during the period. Monthly service delivery information, including information about any issue that has affected our performance, is available on our website. Detailed information about our service commitment and our compensation code is available in brochure form at all stations, from our website or by calling our customer feedback line. The Victorian Government also produces a monthly and more detailed quarterly on-line report called Track Record, which provides detailed information about each public transport operator’s performance.

4.7 CERF – Ongoing Brand Management Issues Following Rebranding

The discussion in Section 4.7 relates to the ‘Ongoing Brand Management’ phase of the CERF.

This section discusses the ongoing brand management issues that arise after AROs have completed their initial rebranding strategy and implementation. These findings align to RQ6: ‘What issues do AROs face following rebranding.’

4.7.1 Aurizon – Ongoing Branding Management Issues

4.7.1.1 Brand Management – Small Marketing Team

I think the big example of that was Aurizon. They put a lot of effort to explain to people, teaching staff how to say the word. A lot of new uniforms and a lot of work on their corporate culture, what their value systems were. They had a whole branding team internally to actually sell that. It’s interesting that they did away with that. I don’t think they’ve finished the journey (Matthew).
I had a small team – they’ve gone now (Luke).

We had to drop numbers and unfortunately they’re not with us anymore (Luke).

4.7.1.2 Sustainability

There have been some major issues surrounding Aurizon in terms of perceived non-sustainable practices. A major issue was Aurizon’s planned 500km rail link between Galilee Basin coal mines and the coal port of Abbot Point. Anti-coal activists and environmental advocates including Greenpeace and Generation Alpha infiltrated Aurizon’s 2013 annual general meeting and implied such an action would result in sabotage by environmental activists (Jacques 2013).

Additionally, in an open letter to CEO Lance Hockridge, activists stated that the mines would emit as much coal as small countries. They therefore stated that, ‘there is no way to build a rail line to open up the Galilee Basin in a “sustainable” manner’ and ‘there is no way to build a new thermal coal export port in the Great Barrier Reef world heritage area in a “sustainable” manner’ (AAP 2013, p. 1).

Three years later (in 2016), Aurizon announced that they were writing off an invested $30 million as the project was effectively dead (Railpage 2016).

Figure 4.46: Galilee Basin Protestors outside Aurizon 2013 AGM

Source: (Pennings 2013)
Aurizon interviewees commented on the need for Aurizon’s environmental issues as follows:

But it’s been a baptism of fire I think. We’re 10 or 15 years behind in sustainability to other ASX listed companies. So we beat ourselves up about it. But you think, gosh, we’re only three years old, or four years old. You know if a company – if BHP was only three or four years old I’m sure sustainability wouldn’t be on the top of their list. So we’re just kind of catching up in some respects. It’s one of the gaps in the business and what do we need to work through (Courtney).

Yeah, environmental issues (Luke).

4.7.1.2 Country of Origin

As identified in Section 4.4.1.11, a key goal for Aurizon is to expand their foray into international markets. Some managers feel that the company does have a clear expansion strategy:

Yeah I think we’re very confident in the space that we operate. I think we’re keen to grow our business and move our expertise into other markets to assist in unlocking the supply chain. So for instance the partnership with Baosteel in Western Australia and the acquisition of Aquila Resources is really a part of our strategy to want to not only develop rail infrastructure but also port infrastructure and to unlock the capability of the supply chain. So I think there’s exciting times ahead for this company. We’re experts in building and operating multi-user rail networks and we can take that expertise not only around the country but internationally as well (John).

However, there is no clearly articulated ‘country of origin’ branding.

4.7.1.4 Current Branding Strategy Non Existent / Future Branding Strategy Unclear

In the vacuum left by the departed marketing team, the following statement was somewhat concerning:

Well it [Aurizon] doesn’t have a current branding strategy. So that’s the gap (Courtney). But the future branding strategy is really about how to make sure we’re more aligned in the customer space. How do we transition to an industrial brand? How do we have the flexibility of different business models, so if we are going to go international or via acquisitions or mergers. What is our business strategy or our diversification strategy? Because we can’t just ship coal all the time, that’s too restrictive for our business. So what is our business moving forward? (Courtney).

But really the work hasn’t been done saying where is the brand in 20 years? How does that partner with business strategy? We’re improving our technology, we’re improving our efficiencies, we’re getting lean, we’re getting mean. So I think we need to have that strength now, but in our brand we don’t really have that in our essence. So we don’t have brand essence. A lot of people think, oh, we’ve got vision, mission, values, why do we need a brand strategy? But it should be born from that, it should come from all that. So that’s the piece of work that needs to be done (Courtney).

Yeah I think that’s – it’s a really good question. There’s – depends on the timeframes. There’s – at the
moment as an enterprise we’re in a creative stage so we’re working on – we’ve got missions statements about doubling the company every five years…so I think the brand needs to in some ways evolve as well to actually help give clarity of where it’s heading and also to give – so it’s funny it needs a lead and lag indicator, it needs to be able to give clarity of where it’s heading and it also needs to be able to comfort where it’s been (Ben).

Do you understand what your organisation’s current and future branding strategy may be? (Interviewer).
No... I’m assuming we’re sticking with what we’ve got at the moment, not any different (Joseph)

What’s your rebranding management plan, going forward, your brand management plan? (Interviewer).
A good question. Right at the moment, now what we need to do is start filling in the gaps, in terms of the knowledge base. People getting to understand what we do. That’s the challenge now (Luke)

4.7.1.5 Social Media, Technology – Use of apps
Unlike other AROs, Aurizon did not identify that they use apps during interviews, although it is possible that they are using apps to increase operational functionality.

The increasing use of social media was mentioned however:

Pretty active on LinkedIn or starting too. We are active on Twitter. The board was interested. We did a presentation to the board on social media, because they probably want this social media. But again, a business such as ours, for the board to be interested in something like that was interesting. It’s pleasantly surprising. We are starting to get quite active on that and setting up blogs and that sort of stuff and getting out to people that way...
It’s really – attracting investors, attracting employees, a little bit on the customer space, but that’s probably more on how we interact with them, rather than selling them new stuff. We’ve got a massive stakeholder base with the governments and local communities and environmental groups and that sort of stuff. So did a lot there to try and build the brand up (Luke).

4.7.2 Sydney Trains – Ongoing Branding Management Issues
4.7.2.1 Brand Management – Small Marketing Team
A senior manager at Sydney Trains also expressed that internal branding was generally driven by the marketing department, and was generally dismayed that:

We haven’t got a marketing team here (Janine)

The marketing of transport comes primarily from Transport for NSW not from Sydney Trains. So there’s no marketing department here anymore (Stephanie).

4.7.2.2 Sustainability

If everyone is wedded to using their cars – we do have to sell the benefits of using public transport. For me, it is public transport. I think it could be better integrated than it is here. I think that’s the other issue (Janine).
4.7.2.3. Political Influence – Branding elements organised externally by Government

Section 4.1.2.1 identified that a major rebranding factor in Australian rail is that rebranding is politically driven. Perhaps not surprisingly then, a related finding is that ongoing branding decisions and processes are directly influenced and often controlled by government (in particular transport agencies), perhaps with the exception of Aurizon.

Interviewees at Sydney Trains expressed that having no control over the rebranding elements created confusion:

There was also that – for me, there was a slight feeling that because Transport had given us the brand almost on the trains, there was a bit of confusion our end about well, which bits do we own and what can we do? In my previous life it’s your brand and you just get on with it. Having it being a bit all over the place doesn’t really work for me. There needs to be one brand owner and you drive it and it’s up to you to make it work. That will be where your brand – marketing team, internal – we haven’t got a marketing team here. You’re head of marketing, you’re brand manager. You bring in experts from the private sector and you choose them yourself because they’re right for the job. Naturally influence the look and the feel and so you get to work with some brilliant agencies and that as well, who lead this kind of work (Janine).

Additionally, there was a sense of frustration that ongoing branding initiatives were controlled by the government transport agency, rather than allowing the marketing department to have more autonomy:

We’ve got some work to do with Transport to encourage them to let us off the reins a bit and let us all use our experience to do some stuff. So that’s again, more behind the scene stuff. I just think we’ve got more to do to – we’ve got some station improvement works going on. I mentioned things like the Wayfinding. Just really improve our basic offer even more. What I’ve seen happen in other operators is where you get the basics going really well and you can really focus on getting your staff to be excellent in what they are doing and really train them well, so they’re all doing the – behaving in that Sydney Trains customer way and all that (Janine).

Janine compared her experience in private enterprise to the government sector and expressed that in a private enterprise organisation that is not constrained by the dictates of government transport departments:

Your head of marketing, your brand manager... would be motoring (Janine)

You don’t have big graphic design teams sitting about. You bring in experts from the private sector and you choose them yourself because they’re right for the job. Naturally influence the look and the feel and so you get to work with some brilliant agencies (Janine).
4.7.2.4 Graffiti – Sydney Trains

Minister for Transport Gladys Berejiklian highlighted the issues with graffiti in 2012 (Berejiklian 2012, p. 2):

Customer satisfaction surveys show only 46 per cent are happy with the cleanliness of trains... Under current archaic industrial demarcation arrangements, cleaning staff can clean over graffiti on carriage walls but graffiti on ceilings, doors and floors has to be left to specialist maintenance staff. This means the ceilings, doors and floors of trains currently have ugly graffiti on them for an average of 58 days at a time, while the walls can be cleaned within days.

Minister Berejiklian also promised, ‘Customers want clean trains, seats and stations and these changes will deliver it’ (Berejiklian 2012, p. 2). Subsequently, Sydney Trains in 2014 reported that they had conducted a ‘27,000-hour cleaning blitz’ (Trains, S 2014).

Primary issues associated with graffiti are highlighted in the following interview extract:

Well look, it actually – I haven’t looked at any research about this. But what we do know is it makes people feel unsafe. They think they’re in an unclean environment. So, if we’re wanting people to have a sense of security, and safety and reassurance, graffiti wrecks that. So graffiti is a huge drain, financially, for us to clean up constantly (Susan).

However, an interview with a senior Sydney Trains executive identified that graffiti was an ongoing issue with no permanent solution identified:

We haven’t even got a proper strategy for cleaning the graffiti on the side of the railway lines yet and stuff like that. No world-class operator would allow that high level of graffiti to be all along the trackside as soon as you go up to Redfern and out. It’s everywhere (Janine).

Since the time of the interviews, the fight against graffiti has continued with Sydney Trains introducing some innovative strategies and novel measures to combat the scourge. For example, they have engaged German Shepherd dogs to sniff out graffiti vandals on the Sydney Trains network. As at 10 November 2015, it was reported that seven canines in service had sniffed out more than 1200 graffiti cans and two arrests had been made as a result of canine sniffer dogs. According to the Minister for Transport and Infrastructure Andrew Constance (Constance 2016, p. 1):

...these blitzes have resulted in graffiti incidents dropping from an average of 27 per week to only four per week at some of the targeted locations, and in some sites where there was
previously high levels of this criminal activity, there have been weeks where we’ve had no recorded incidents of graffiti or vandalism.

In December 2015 Sydney Trains Operations Director Tony Eid reported that Sydney Trains in fact had 80 dogs on graffiti sniffer and vandal arresting patrol duty in ‘graffiti hot spots’. In addition to their observed capacity to have more acute hearing and more nuanced smelling than security guards, Mr Eid revealed that the canines were taught to play a vital role in arrests, ‘Once a vandal has been detected, the dogs’ role is to contain the vandal and hold them while police are called’ (McNab 2015 p. 1).

Figure 4.47: Tommy the Spaniel on Graffiti Sniffing Duty
Source: (McNab 2015)

Figure 4.48: Security with German Shepard’s on Vandal Arresting Duty
Source: (McNab 2015)
Meanwhile, inside Sydney Trains the government has instituted a ‘mousetrap’ to catch vandals in action. The innovative technology uses ‘sniffing’ technology to detect when spray cans are being used.

According to the Minister for Transport and Infrastructure Andrew Constance (Saulwick 2015a, p. 1):

*Mousetrap is on-board technology designed to scent the vapours of permanent markers, providing real-time information with the triggering of CCTV back to Sydney Trains staff and then, of course, also real-time information being provided to the Police Transport Command...those who commit graffiti across the network can now be sprung immediately. With can in hand, marker in hand, doing the damage – you will get caught.*

Sydney Trains chief executive Howard Collins justified the $500,000 investment by stating that there were around 11,000 graffiti and vandalism incidents on Sydney Trains rail system in 2014 (Saulwick 2015a), costing taxpayers $34 million in the 2014 financial year (Wainwright 2015).

Figure 4.49: Sydney Trains ‘Mousetrap’ – Catching Vandals in Action

Source: (Wainwright 2015)
4.7.2.5 Co-Branding – Livery Advertising (Sydney Trains)

The concept of generating greater revenue from livery advertising was an interesting topic generating differing views from train organisations:

Sydney Trains are actively pursuing opportunities to generate revenue from livery advertising, both from advertising on and around the railway network. Sydney Transport advertising mediums have been outsourced to four separate advertising companies: Billboard and ‘cross track’ to APN Outdoor, Station platforms and concourses to Adshel, train livery to Torch Media and train interiors to S and J Media Group.

The Minister for Transport Gladys Berejiklian said in December 2013, ‘the new advertising contracts are expected to double the revenue Sydney Trains receives through advertising to at least $100 million over five years, unlocking the potential that has long been underutilised across the network’ (Philipson 2015).

Some interviewees however believed prudence should be used in the advertising process, particularly due to the relatively recent rebrand:

So at the moment it’s only the Tangaras that get the advertising on the spandrels of the train, and also the interiors, it’s possible to buy media space on the Tangaras. There is constant – well, no, there’s recent conversation about whether we adopt an advertising policy for, say, our regional services. Certainly it’s already in place for buses. So it’s not an unusual thing for transport to do. But what we’ve got to be careful of is it’s – we have to be really mindful that this brand is relatively new, right now. So to embed the brand in the minds of our customers, and particularly with the regional areas (Susan). So the word CountryLink is heavily embedded into language, and because of the budgets that we have for taking that brand into the real environment, because we’re using existing maintenance cycles, we can’t close the curtains one night, rebrand and then open them again. It’s a very slow process. So because of that physical change, it takes a while for people’s language to change. So we’ve kind of got to establish the brand really well before we start overlaying advertising (Susan).

That’s exactly – it does come down to business objectives. So it’s more than the advertising standards. So yes, of course we don’t want things that breach advertising standards. But also, we wouldn’t want to – it wouldn’t make sense, for instance, to advertise car sales on the side of a train (Susan).

Look, it’s a conversation that involves quite a few people. So it’s not – I think budgets always have to be considered. Revenue streams. Obviously, if there’s good revenue coming in, we can do better things. But it doesn’t just fall down to one person to make this decision. There’s a lot of factors that you’ve got to consider there. Budget is one of them (Susan).

Yeah, well look at what they’re doing on Tangaras. It’s a big advertising space. But in the context of the full train, it could be considered quite discrete, yeah. It’s not a full wrap, for instance (Susan).

Whilst other interviewees believed that this opportunity should be aggressively pursued and pointed to a lack of commercial thinking within the organisation:

Actually, that brings me to another question about something that was in the press recently about
Sydney Trains selling space on livery and inside the trains and you are going to generate $20 million per annum or so. What’s your feeling about that? (Interviewer). I think it’s great and let’s do more of it. We’ve got massive stations. If you go to Martin Place, you can have a lovely retail area in there. I think the retail structure is completely underdeveloped. Central Station is a disgrace. It could be like a destination station like Waterloo, Kings Cross in London, Paddington. They’re all like massive old Victorian stations that are now just destinations in their own right. That’s been driven by the operators, by Network Rail, by the retailers. It’s about really making the most of what you’ve got, whether it’s your trains, digital signage. There is so much opportunity that – and again, it comes back to that lack of focus on commerciality (Janine).

Although the point that advertising needs to be appropriate was made:

You don’t want to be promoting stuff that might upset people and there will be obvious synergies with things that are going to be advertised. Most stuff is alright. I’ve seen adverts on gates, all over trains. The whole entire train can be wrapped with something (Janine).

4.7.2.6 Current – Future Branding Strategy

What I’ve seen is that the first six months is about the lick of paint kind of stuff. But then there is the embedding it and actually making sure whether it’s fit for purpose and making it visible across your network, if that’s what you want to do. Get your staff on board and give them the tools to do the job. One of which is smart new uniform…. Customers will get used to having clean, reliable trains and then they’ll be thinking well, the staff are a bit rude though…I think we’re still at the start of the engagement thing. I think we’ve got people who feel it’s a bit superficial. They don’t believe it’s here to stay. I think we need to – and because it’s – because we’re not subject to a seven-year contract, in a way that you would in the private sector. It’s quite odd sometimes to think well, we can develop a nice plan because we know we’ve got this amount of time. It’s a bit random. Some of the things we are told announce is a bit politically driven and all of that, which I’m not used to... Keep Sydney Moving...that’s our vision now (Janine)

The transport Hop, like, the overarching brand. Then we’ve produced guides for each of the service modes, then alongside that are corporate guides that go with that. So effectively that’s our instruction book, but what is more important is the brand ambassador idea. So there are certain points that we have in each of the organisations that are our conduits, if you like, to the operating entities.... It’s really about effective working relationships between the operating entities coming back to us and us starting to understand the granularity of their business, so that they can – so they can meet their own business objectives. They have targets as well. So the brand is not meant to close down the targets (Susan).

4.7.2.7 Sydney Trains – Growing Off Peak Patronage

Sydney Trains managers also pointed out that in addition to livery advertising, there were other potential ways of generating revenue. Primarily, growing off peak patronage on trains:

During the off peaks we carry lots of fresh air. So what we should be probably doing is thinking about how we can market ourselves to people that want to travel in the off peak or at weekends (Janine).

There are a few things I think we can do to grow our patronage. Promote ourselves a bit better to the non-user (Janine).
4.7.2.8 Car Parking

Of course, the other big revenue stream is car-parking (at railway stations) and again, that’s an untapped revenue stream that has not been researched (Janine).

4.7.2.9 Air Rail Link

An enlightening discussion with a senior manager at Sydney Trains focused on the lack of ‘place branding’ and ‘country of origin’ branding and motifs within Sydney Trains, and specifically within Air Rail links in Australia generally and Sydney specifically:

No, I think you’re absolutely right. Of course, most of the premium rail services in the UK that come out of airports are specific to the airport. So you can have multilingual announcements et cetera, et cetera. The airport services here are run as part of our normal services. So there is people getting on the train with loads of tired commuters and all of that (Janine). Yeah, because the other thing is – and we’ve been trying to do something at – because we operate the Circular Quay Station. So of course you’ve got everybody getting off the line is there. So it would be nice to have something there as well. So just think about what our key touch points are with people arriving in Australia and all that (Janine).

Yeah and...they guide people out of the building. I know – I mean you’ve got loads of this is Pitt Street, that’s that sort of a thing, but in terms encouraging people to go to certain destinations, like integrating it...That’s a good idea. Because at Victoria Station in central London, they got smart people in suits and bowler hats who direct people who are coming in from Gatwick or whatever, saying where are you off to and all that – yeah, that’s a nice idea actually...Yeah, because Bondi Junction is a massive place where tourists go and there is nobody really there telling them which way to the beach or which bus they should get. So it’s a good point (Janine).

4.7.2.10 Technology – Use of apps

The development of mobile based apps to enhance organisational operations was highlighted:

There’s the development of a lot of mobility apps so there’s an apps store that’s being developed. An internal apps store automating a lot of things that were done manually, making them available on mobile phones so that things can happen more quickly and more effectively and be documented. It’s free... they’re organisational apps (Stephanie).

So, to streamline processes. If you’re – think about – say you’re out at some station way down the line and you’re a one or two-man station and you’ve got – see a broken window on a train and you want to be able to report it through. It goes through the – a central place and then they can – when it comes into the depot it can be fixed. They know what carriage number it is. Whereas if it’s all done by paper as was done relatively – not very long ago – that could get lost. Things can go astray, it’s much harder to control so the apps are fantastic to streamline all those things (Donna).

But you could take a photo of the broken window or of the graffiti, the carriage number and click on it and it then goes to a central base that then manages how it’s going to be – whether the train needs to be brought into one of the maintenance depots or what needs to happen to it (Stephanie).
4.7.3 V/Line – Ongoing Branding Management Issues

4.7.3.1. Brand Management – Marketing Team

V/Line did not identify that their marketing department was particularly small, or that their current marketing efforts were in any way affected by a smaller marketing department. They did however identify that most of the senior marketing personnel who had been part of the 2007 rebranding had since moved on.

But in terms of who was around in 2007...there’s not that many people around. We’ve got a whole new executive team, a new CEO. Most people I’m working with, everyone who was involved in managing and driving the rebrand, they’ve moved on (Caroline).

4.7.3.2 V/Line – Political Influence – Branding elements organised externally by Government

They’re [PTV] responsible for the overall public transport industry branding. So from their point of view the V/Line brand sits underneath that umbrella. So I don’t see our brand, the V/Line brand changing. But the hierarchy in some applications will change, where PTV practically becomes the hero brand and V/Line the supporting brand (Caroline).

The PTV’s vision is to be the one-stop-shop for all public transport in Victoria (Caroline).

In this regard it should be noted that in Victoria, all elements of marketing for all transport entities are controlled by PTV, as published in Section 7 of the PTV to V/Line Franchise agreement. Section 7.1. (a) sums up the essence of this, ‘PTV is responsible for the State-wide marketing of the Train, Tram, V/Line and Bus Services across the Public Transport Network’ (Victoria 2012, p. 254).

4.7.3.3 Graffiti – V/Line

V/Line 2014 Annual Report identified that ‘Graffiti costs Victorian taxpayers $400,000 in cleaning and train replacement coaches each year’ (V/Line 2014, p. 12).

Similar to Sydney Trains, during 2013–14 V/Line ‘introduced a dedicated Canine Security Unit to patrol train stabling yards and infrastructure with a particular focus on deterring and identifying graffiti vandals’ (V/Line 2014).

A widely publicised graffiti attack to a V/Line train during 2014 was a 25 metre graffiti mural painted overnight on the side of a train at Albury station (depicted below). The train was promptly removed for cleaning, with V/Line CEO Theo Taifalos stating, ‘I will not give the perpetrators of this shoddy so-called ‘artwork’ the pleasure of seeing this train on the
tracks…to stop copycat attacks, the train will be in the workshop until all the paint is removed’ (Minear 2014, p. 1).

Figure 4.50: Vandals sprayed a 25m mural on the V/Line train at Albury station
Source: (Minear 2014)

During a two-day Rail Security and Policing Forum held in Melbourne V/Line highlighted two major graffiti related issues. These were i) Current penalties are too low, being unrepresentative of the damage caused by graffiti vandals, and therefore should be increased. ii) Social media channels actively promoting graffiti on rail property are increasing and include video footage (Association 2013).

4.7.3.4 Co-Branding – Livery Advertising (V/Line)

V/Line has also engaged in livery advertising, however have been quite selective in their choice of co-branding partners in order to control potential negative advertising messages and potentially negative stakeholder perceptions, as identified in the interview dialogue below:

Absolutely and I think that’s where, right at this point in time is one of the reasons we haven’t dived headfirst into commercialising the train wraps. At this point in time really, we’ve mostly just dealt with the marketing partnerships. We’ve found that it’s been acceptable, that has been acceptable to our customers. They feel a better link. We’ve done some more commercial arrangements but they’ve been with universities. So they haven’t
been with Coca Cola, they haven’t been you know your cars or your insurance companies. It’s something that should be – would V/Line make the decisions to actually commercialise the train wraps and start selling them as commercial advertising space, is certainly something we would need to research properly. We already have guidelines in place. We don’t ever accept anything like alcohol, tobacco, gambling, or anything that we feel is in direct competition with us, for example it would be quite, I would suggest that we probably wouldn’t accept advertising for a car brand (Caroline).

Deakin was the first university in Victoria to use its branding as a train wrap on V/Line trains, as part of Deakin University’s new rebranding campaign. According to Andrea Turley, Deakin University’s Executive Director Marketing, the Deakin University brand refresh was designed to showcase to the world that the university facilitated students to become open-minded and world-ready by the time they graduated. The rebranding thus centred on the message ‘Deakin Worldly’. Andrea Turley (Deakin University 2012, p. 1) stated:

Worldly is more than a word, we believe it’s an attitude that exists throughout everything we do. In its simplest form, this word reflects our approach to education, and describes those connected to our University…to have a worldly point of view is to understand all sides of the story and to understand the complexity of the journey we each undertake…we should reward and enrich our students with all types of learning and experiences that opens up their whole world.
4.7.3.5 Current – Future Branding Strategy

V/Line appeared to have a clear understanding and concept of their future branding strategy as follows:

Yeah. It’s a logical continuation of the rebrand strategy. As I mentioned before, part of the rebrand strategy and the realisation we came through, we had, in order to meet these big growth targets we needed to attract Melbourne audiences. We really needed to give people a reason to go out to regional Victoria. There’s some people who will travel on the train just because they love train travel. There’s not that many of them to be perfectly honest. So we developed what we call an outbound strategy (Caroline).

4.7.3.6 Technology – Use of apps

This was not highlighted as a priority during interviews. Nevertheless, both V/Line and PTV have apps available on iTunes and Google Play.

4.7.3.7 Alternative Revenue Streams

Similar to Sydney Trains, V/Line implied that other revenue raising streams may be available, as identified in the quotation below:

But again as part of this transformation we’re looking into different kinds of commerciality streams and how we can raise revenue. So we might see more of it in the form of straight advertising, like your super funds advertising and it just becomes an advertising medium. At the moment we’re using it mostly to promote our own product or products that we have together with other organisations (Caroline).

4.7.4 MTM – Ongoing Branding Management Issues

4.7.4.1 Brand Management – Small Marketing Team

MTM interviewees explained their relatively non-existent marketing department as follows:

Yeah so all of the marketing really is done by PTV and we have a very low marketing budget (Tina).

4.7.4.2 MTM – Political Influence – Branding elements organised externally by Government

The fact that the branding elements are externally controlled by the government department responsible for transport was essentially explained the same way:

Yeah so all of the marketing really is done by PTV (Tina). So PTV are certainly more controlling than they had been (Tina).
4.7.4.3 Graffiti – MTM

MTM assure the public that they are focused on cleanliness and ensuring that both trains and stations are graffiti free and clean. More specifically, they promise that any offensive internal or external graffiti on trains will be removed within 24 hours of being notified, or within 72 hours following the graffiti occurrence even where they have not been notified (Metro Trains 2014).

An MTM Interviewee discussed the nature of the problem:

Oh it’s a huge issue, yeah. Millions and millions every year. Yeah, huge issue as well as just sort of rolling stock. So some rolling stock’s got to get taken out of service because of vandalism so it’s a big, big issue. Yeah. But we have issues. So for example when we’ve got new trains being brought in it’s a big thing to be the first person to tag it and to try and tag it before it gets onto the network. They put up big rewards for it too, 30 odd grand if you can tag it with… Yeah. So we’ve got to have security guards manning it night and day ahead of it getting onto system. You wouldn’t believe the lengths people go to. So we’ve actually prosecuted two people now from overseas who come to Melbourne on what they call spraycations and we’ve stopped them from going back home and had them in the courts and fined them for the damage that they cause. It’s quite extraordinary (Tina).

The interviewee also identified some solutions for combating graffiti that included placing anti-graffiti film over logos and livery:

For example, we’ve done some trials in the cabins internally where there’s some – and I’m not the expert in this but it’s like a gold pen where they put something in there and it sort of eats into the paintwork basically. So even when we remove the graffiti it’s kind of etched in and this is the kind of stuff, basically it’s like battery acid eating into it. So this is the kind of stuff that graffiti vandals are doing now. We’ve found that it’s actually cheaper for us to put a decal on and change it out every so often than to try and work with getting rid of the graffiti (Tina).

The media reported that in 2014 Melbourne trains had 1078 graffiti strikes with 631 incidents in rail sidings and 448 graffiti acts committed on trains whilst in service (Carey 2015a). The lengths to which graffiti artists go is extraordinary, with some infiltrating and changing train signals forcing passenger trains to stop, and others stealing Metro uniforms and impersonating staff. Further, validating the MTM interviewees comments of overseas visitors coming to Australia on ‘spraycations’ are media reports of such offenders being fined, (Carey 2015a, p. 1):

Swedish ‘spraycationer’ David Christopher Isaksen Kjellan was last year ordered to compensate Metro almost $4000 for his attacks on 10 carriages....And German-Australian dual citizen Peter James Lorenzen was this month ordered to perform 56 hours of unpaid
work and repay Metro $2400 after being found guilty in the Melbourne Magistrates Court of spraying graffiti murals on six carriages.

A primary strategy for vandalised trains is for any refurbished train that has been vandalised to be immediately taken out of service to be cleaned (Carey 2015b). The rationale behind this strategy is MTM’s belief that graffiti artists will be discouraged from the risks involved in vandalising a train if their artwork is not going to be seen on public display. However, in practice this strategy can disrupt passenger flows and therefore during peak times Metro is often required to continue the service of a graffitied train (Carey 2015a). In addition to promptly removing trains from service to repaint, MTM has also refurbished trains with anti-graffiti coating to the wall panels, and installed brighter lighting (Carey 2015b). MTM has also called for much tougher penalties for captured graffiti train vandals, including jail time (Carey 2015a).

![Figure 4.52: Graffiti on an MTM Train](image)

Source: (Carey 2015a)
4.7.4.5 Co-Branding – Livery Advertising (MTM)

Contrary to Sydney Trains, MTM did not foresee much commercial benefit in pursuing livery co-branding:

*I’d be very surprised if Sydney could get $50 million out of it because we get nothing like that. The trouble with trains is that it’s a really – it’s a high cost of production and labour to put it on and take it off. It’s a lot of rolling stock. So we do have some trains with it on but it’s sort of cost prohibitive for the audience you get. So for example our trams have a lot of advertising on them. They’re out on the streets whereas – I can look out the window and see the trains but most people only see the train that’s coming in that they’re catching. So we have on-board advertising; we probably get more advertising revenue on system like at the train stations than on the rolling stock themselves, just because of the cost (Tina).*

They also highlighted that livery advertising was less attractive in Australia than in overseas markets due to less overall consumers, and that the anti-graffiti livery in Australia increased the potential cost:

*The amount of money you can generate from advertising overseas, say in Hong Kong and all those kind of heavy consumer markets, is quite different to here. So we’re – in fact we are looking at changing the way that we produce the livery for advertising because right now part of what makes it more cost prohibitive is that we have an anti-graffiti film over the production, like we would have on our livery, and it almost doubles the cost. So we’re sort of thinking well do we really need it if it’s a short term thing, just trying to find ways to make it more attractive to people (Tina).*

4.7.4.6 Current – Future Branding Strategy

*So if you think of Dumb Ways to Die – that kind of positions our brand (Tina).*

MTM identified that effective ongoing branding / brand management required the need to methodically analyse service delivery gaps and use factual data, rather than anecdotal evidence to base operational decisions on:

*The other thing that’s significantly different between Connex and us is that we use data to make our decisions. One of the things that we found when we came in is that a lot of the decisions had been based on anecdote. So for example when you look at performance, everyone said that oh it’s the loop, that’s where things go wrong, in the loop. When we actually started to analyse what happened where and when did a train start to run late, it wasn’t the loop. So…overlapping issues, when trains got busy and the waiting times had increased, or where there are heavy wheelchair modes for example. So we took the time to gather the data and made our decisions based on that data and we continue to use data (Tina).*
4.7.4.7 Train Surfing – MTM
Safety issues are of course the highest priority for all AROs. However, MTM identified that a particularly disturbing safety issue related to the phenomenon of people attempting to surf on trains:

*We have people that train surf and have lost their lives. We’ve had two just recently* (Tina).

4.7.4.8 Using Factual Data
The other thing that’s significantly different between Connex and us is that we use data to make our decisions. One of the things that we found when we came in is that a lot of the decisions had been based on anecdote. So for example when you look at performance, everyone said that oh it’s the loop, that’s where things go wrong, in the loop. When we actually started to analyse what happened where and when did a train start to run late, it wasn’t the loop. So that was – there were certain times when it was but it was also other times, whether it’s in the outer suburbs with schoolkids at three o’clock in the afternoon or something or other else.

So the point in – and overloading issues, when trains got busy and the [dwell] times we had increased for example or where there are heavy wheelchair modes for example. So we took the time to gather the data and made our decisions based on that data and we continue to use data (Tina).

4.7.4.9 Managing the media to control stakeholder perceptions
It was highlighted that effective ongoing brand management also required the adroit handling of the media:

So we’ve done quite a bit of strategy work...around what was in the media and when and how we engage with media. So for example we have the approach in media that we’re always accessible but not always available. In the past we were always available and what that meant is that every day of the week you could find something about Metro on the TV and that leads to a perception that there’s always something wrong with the trains (Tina).

4.7.4.10 Technology – Use of apps
MTM (Metro Trains 2014, p. 11) repeatedly state their commitment to ‘innovative technology’ and inform the public:

*If a Metro employee is unavailable, our smart phone-optimised website (m.metrotrains.com.au) provides up-to-the-minute information on how your train line is performing. Plus, visit metrotrains.com.au to access all timetables, journey planning information and network maps. We are committed to continuing to develop new and innovative ways to communicate with our customers. With the ever-increasing popularity of ‘smart devices’ like smart phones and smart tablet devices, we are actively developing smart applications which will provide our customers with*
even more reliable and convenient methods to access information before and during their journey

A snapshot of their ‘Metro notify’ app is depicted in Figure 4.53 below:

**Figure 4.53: MetroNotify App**

Source: (Metro Trains 2016)
4.7.5 Co-Branding – Livery Advertising (PTV)

PTV identified that they have actively pursued ‘cause marketing’ opportunities on the side of their transportation fleet:

So we’re now working towards working with our operators so we co-brand on a lot of material that’s out on the network. So in terms of safety we’re going to co-brand on safety. We had a no smoking campaign that was introduced and it was co-branded. So the more people see that perception that we’re working together under the PTV umbrella then changes the perceptions of where we’re going with the brand (Tony). So I think to go out to a customer with that message it was very important that you saw that PTV were leading but we were all on board together. So it was like all the Victorian Government logo, there was Yarra, there was V/Line, there was Metro and there was PTV. So we were all together getting across that one message in a campaign together. So I think for public that was great to see and I think that was, and we do, and obviously we’re starting to do more in that space....we went out as an organisation to get that message across (Amy).

This chapter has provided an analysis of ‘within’ case findings and related them to each research question, and relate rebranding models.

The next chapter (Chapter 5) compares and contrasts these findings across rail organisations providing a ‘cross’ case analysis. This is followed by the final chapter (Chapter 6) which provides an interpretation of the findings and conclusions.
CHAPTER 5 Findings – Cross Case Analysis

Chapter 4 presented findings that arose during the reassembling phase. The findings were presented and explained for each case, creating a ‘within case analysis’ (Creswell 1998).

This Chapter (5) follows the method procedures outlined in Chapter 3, Section 3.4. Specifically, Chapter 5 provides a ‘cross case analysis’ of the within in case findings presented in Chapter 4. Section 1.4 (Figure 1.3) provided an overview of the thesis structure that identified the aligned structure of Chapters 4, 5 and 6. Specifically, each section of these chapters corresponds to the CERF phases and aligned RQs. The structure of Chapter 5, and the alignment of each section with the research questions is illustrated below:

<table>
<thead>
<tr>
<th>‘Super Parent’ theme.</th>
<th>‘Parent Themes’</th>
<th>Research Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CERF – Analysis</strong></td>
<td><strong>IPO</strong></td>
<td>RQ1 (a): What are the rebranding a) factors underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td><strong>Rebranding Factors</strong> (5.1)</td>
<td><strong>Government / Political Influence</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Rebranding Goals</strong> (5.2 A)</td>
<td><strong>Safety</strong></td>
<td>RQ 1 (b): What are the rebranding b) goals underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td><strong>World Class Best Practice Transformation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rebranding Processes</strong> (5.2 B)</td>
<td></td>
<td>RQ1 (c): What are the rebranding c) processes underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td><strong>CERF – Planning / Implementation</strong> (5.3 A): Name</td>
<td><strong>Name Formulations / Analysis</strong></td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name?</td>
</tr>
<tr>
<td><strong>Logo Formulations / Analysis Situation Analysis</strong></td>
<td></td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used b) logo?</td>
</tr>
<tr>
<td><strong>(5.3 B): Logo</strong></td>
<td><strong>Livery Formulations / Analysis Situation Analysis</strong></td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used c) livery?</td>
</tr>
<tr>
<td><strong>(5.3 C): Livery</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CERF – Implementation</strong> (5.5)</td>
<td><strong>Functional / Improving Operational Efficiencies Corporate Culture (Influence on Rebranding )</strong></td>
<td>RQ 4: ‘What is the effect of rebranding on AROs’ Corporate Culture’?</td>
</tr>
</tbody>
</table>
To provide the reader with a visual overview of the findings ‘across case’, colour coded illustrative models have been placed in the introduction to prominent sections in this chapter. These models have been created in NvIVO 10 and exported for this chapter. Using models is valid in this context as models assist a researcher to express and clarify ideas, to understand relationships between data and to make new discoveries (Richards 2014).

The illustration below provides a ‘legend key’, which identifies that themes are colour coded by organisation, and different shapes have been used where there are 2, 3 or 4 similarities in subthemes between organisations:

<table>
<thead>
<tr>
<th>CERF – Evaluation (5.6 A): Financial Brand Equity</th>
<th>Rebranding Evaluation - Measuring the Success of the Rebranding Strategy</th>
<th>RQ5: ‘How is a) Financial brand equity captured by AROs and how is it measured to evaluate rebranding success?’</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5.6 B): CBBE</td>
<td>Rebranding Evaluation - Measuring the Success of the Rebranding Strategy</td>
<td>RQ5: ‘How is b) CBBE brand equity captured by AROs and how is it measured to evaluate rebranding success?’</td>
</tr>
<tr>
<td>CERF – Ongoing Brand Management Issues following rebranding (5.7)</td>
<td>Ongoing Brand Management (processes &amp; issues)</td>
<td>RQ 6: ‘What issues do AROs face following rebranding?’</td>
</tr>
<tr>
<td></td>
<td>Additional Rail Revenue Generation</td>
<td></td>
</tr>
</tbody>
</table>
Figure 5.1: ‘Legend Key’ to NvIVO 10 Models Identifying Thematic Relationships to AROs

Source: Original

5.1 Rebranding Factors

The discussion in Section 5.1 relates to the ‘Analyse’ phase of the CERF.

This section now presents cross case findings as they pertain to the ‘rebranding factors’ component of RQ 1 (a): What are the rebranding a) factors, underpinning rebranding decisions in AROs?

Figure 5.2 below provides a visual overview of the sub themes found within this research that align to RQ1 (a).
Figure 5.2: Rebranding Factors Underpinning Australian Rail Rebranding
Source: Original

Table 5.1 below analyses the rebranding factors of AROs as they relate to the ‘model of the rebranding process’ (Muzellec and Lambkin 2006) as discussed in Section 2.3.1.
Table 5.1: ARO rebranding factors of as they relate to the ‘model of the rebranding process’ (Muzellec and Lambkin 2006)

<table>
<thead>
<tr>
<th>ARO</th>
<th>Incident</th>
<th>Alignment to Factor in ‘model of the rebranding process’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>‘Corporatisation’ from QR, and subsequent privatisation</td>
<td>Change in ownership structure</td>
</tr>
<tr>
<td></td>
<td>Renaming of QR National to Aurizon</td>
<td>Going public &amp; Change in competitive position</td>
</tr>
<tr>
<td></td>
<td>IPO of QR National</td>
<td>Change in competitive position (outdated image)</td>
</tr>
<tr>
<td></td>
<td>Allegations of corruption and subsequent criminal charges against senior directors</td>
<td>Change in legal environment</td>
</tr>
<tr>
<td></td>
<td>‘Fixing the Trains’ / Renaming CityRail to Sydney Trains</td>
<td>Change in competitive position (outdated image)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Privately owned National Express bankruptcy causing the Franchise Agreement to revert to the state</td>
<td>Change in ownership structure</td>
</tr>
<tr>
<td></td>
<td>Gov – gov franchise requiring rebranding</td>
<td>Change in External Environment – legal obligation</td>
</tr>
<tr>
<td></td>
<td>Regional Fast Rail Project</td>
<td>Change in competitive position (outdated image)</td>
</tr>
<tr>
<td>V/Line</td>
<td>Connex losing franchise bid, / MTM being awarded gov – private franchise</td>
<td>Change in Ownership structure</td>
</tr>
<tr>
<td></td>
<td>Development of branding package required under the franchise bid / franchise agreement</td>
<td>Change in External Environment – legal obligation /Change in competitive position (outdated image)</td>
</tr>
</tbody>
</table>

Source: Original

This cross-case study analysis reveals that there is a unique common thread of government influence and control underpinning rebranding decisions and strategies in Australian rail. Section 4.1 comprehensively details the extent of this political control, including the rationale and brief history of the transformation of entities from a purely government owned paradigm to diverse organisational structures. This analysis demonstrates that the dominant rebranding factors pertaining to each organisation are political factors. This political influence and control expresses itself in a variety of forms and structures.

Most specifically, the influence or direct involvement of politics in Australia was the genesis for organisational restructuring pre-empting rebranding decisions in AROs. These include: government to privatisation (Aurizon) discussed in Section 4.1.1.1, government to
government (Sydney Trains) (4.1.2.1), government to government through a franchise agreement (V/Line) (4.1.3.2), and government to private enterprise through a franchise agreement (MTM) (4.1.4.1).

It is evident that all case study AROs are seeking to modify, change or redefine their image or identity. Although the primary factors underpinning this vary from each organisation, they are all primarily government related. Aurizon was desperately seeking to get rid of negative government brand associations (4.1.1.2); Sydney Trains ‘Fixing the Trains’ initiative’ was a political reaction to former political abuse of power and criminal conduct in Railcorp (4.1.2.1, 4.1.2.2); V/Line’s rebranding was driven by the government funded ‘regional fast rail project’ creating greater rail capacity (4.1.3.1), and as a government requirement pertaining to the govt. to govt. franchise agreement (4.1.3.2); Connex to MTM rebranding was due to the political requirement embedded in their govt. to private franchise agreement (4.1.4.1, 4.1.4.2).

Table 5.2 below provides a cross case summary of these political factors:
### Table 5.2: Cross case analysis of political factors underpinning AROs’ reasons for rebranding

<table>
<thead>
<tr>
<th>ARO</th>
<th>Government – ARO rebranding relationship</th>
<th>Change in role of government in rebranding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Government to Privatisation</td>
<td>New Image: Change negative brand associations and ‘stigma’ derived from government ‘legacy issues’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gain more ‘commercially focused’ brand associations to attract investors</td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Change a ‘fragmented’ brand strategy by merging multiple brands into one brand</em></td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Government to government (i.e.): Restructuring of NSW rail to restructure RailCorp into two new organisations, Sydney Trains and NSW Trains</td>
<td>New Image: ‘Fixing the Trains’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Overcoming ‘terrible reputation’ borne from corruption scandal and subsequent criminal charges – countering financial instability of Railcorp</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Slashing bureaucracy, countering graffiti and dirty trains and become more customer focused to create a world-class rail system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Get more people using public transport</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Politically reposition the organisation from a customer perspective</td>
</tr>
<tr>
<td>V/Line</td>
<td>Government to government franchise (i.e.): V/Line’s Franchise Agreement with the Director of Public Transport representing the State Government of Victoria</td>
<td>Modifying Image:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Express bankruptcy result in the Franchise Agreement going back to the state government in 2003</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Victorian Regional Fast Rail Project increases capacity by 25%... needed to enhance service levels and also seen as opportunity to ‘revitalise’ the brand</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additionally, V/Line’s Franchise Agreement with the Director of Public Transport representing the State Government of Victoria required a marketing and brand refresh <em>(Caroline)</em></td>
</tr>
</tbody>
</table>
Melbourne rail operator Connex contract due to expire in November 2009 – Government of Victoria called for expressions of interest for responsibility for all suburban passenger rail services in Melbourne…

Metro Trains Melbourne (MTM) appointed

Development of a branding package was a requirement of the franchise bid and new Franchise Agreements-

All intellectual property required to be licenced to the State, and is transferable to new rail franchises

Source: Original

**Key Finding regarding RQ1(a) Rebranding factors**

The dominant rebranding factors pertaining to each ARO are political factors. Political intervention or influence has been found to be a potent rebranding driver for Australian Rail, regardless of which business structure AROs morph into.
5.2 A Rebranding Goals

The discussion in Section 5.2A relates to the ‘Planning’ phase of the CERF.

This section now presents cross case findings relating to the ‘rebranding goals’ component of RQ1 b): What are the rebranding goals underpinning rebranding decisions in Australian Rail Organisations?

Figure 5.3 below visualises the sub themes identified in the data analysis for the overarching theme ‘rebranding goals in Australian rail’.

Figure 5.3: Rebranding Goals in Australian Rail
Source: Original
Four main goals were identified across the four AROs, and each goal is discussed further below: Safety (Section 5.2.1), Transformation (Section 5.2.2), World Class Practice (Section 5.2.3) and Biological Metaphors (Section 5.2.4).

### 5.2A.1 Safety

A key focus for all AROs is safety issues for staff and for customers. An overarching comment on the commonality of the focus on safety within all AROs was offered by a senior rail representative:

*All companies have a value system, particularly on safety. One of the big issues we had a problem with is our lost time frequency injury rate, which is very high. All of them are focused – saying it’s far too high. Externally we’re seen to be very safe. We’re far safer than any other form of land transport. But internally we’re injuring too many people. So the zero harm campaigns, right to get home safely campaigns are all important. There’s been a real focus on safety within the organisations (Matthew).*

During interviews, and within an analysis of annual reports / corporate documents all AROs essentially stated that their main priority was safety, often stated as ZEROHARM. Aurizon perhaps had the loftiest goal in this regard with a stated objective of becoming the safest railway in the world. A key internal program for Aurizon was an internal safety program launched in February 2013 aimed at creating a safer workplace and preventing incidents and injuries.

The following statement by V/Line sums up the general ARO focus on and commitment to safety for all organisations studied, ‘Safety is our highest priority. The safety and security of our customers is paramount, therefore we do not cut corners – anywhere’ (Metro Trains 2014, p. 4).

Interestingly the scope of safety in trains transcended the functional aspect of rail safety and encompassed increasingly alarming societal trends:

*I think society’s behaviour on trains, the younger people particularly on drugs and ice, is becoming a real issue. The number of station staff that get challenged by people that are just – don’t have a – their behaviour is just not socially acceptable- is getting worse. I wish I could say it was getting better. It’s not. But I don’t think it’s getting better – this whole thing in society, king hits, people’s behaviour. Drinking of young people today. Girls and guys. Often catch the train getting home. That’s part of the problem (Matthew).*
5.2A.2 Transformation

The interviews also identified that the notion of transformation was a common goal among all organisations, although the approach to this transformational journey may have been somewhat different:

*Many of the organisations I talk to have a similar language. They’re all – process of transformation. They’re all consumer-centric. They’re all becoming more efficient (Matthew).*

5.2A.3 World Class Best Practice

World class best practice emerged as a goal for all rail organisations:

*They’re all striving for greater operational efficiencies and they’re all wanting to become world-class operators or have world-class practice. That seems to mean different things to different organisations. They seem to have a much different approach of the way that they’re trying to facilitate that (Matthew).*

Interestingly, the concept of ‘world class’ also emerged as a goal for the government agencies responsible for integrated, intermodal transportation:

*I think we, I think for us I think PTV we want to be world leading. So, you look at London, you look at some of the other European countries that have amazing networks and that’s what we aspire to be. I think that’s, that’s where, that’s our vision (Amy). We want to be up there as one of the top five in the world and that’s what we’re aspiring to be (Tony).*

*It’s very much inter modal and that’s what we want to be. We want to be that inter modal that we are. So, yeah, and be iconic for that. Yeah, we’re iconic, world leading, world class (Amy). And provide a world-class service for Victorians (Tony).*

As identified in the quotation by Matthew, the emphasis on what world class means is somewhat different between different organisations, with most organisations having their own different internal / external benchmarking as summarised below:

*Aurizon*

Aurizon’s key ‘world class’ focus is described within their Integrated Operating Plan underpinning the ‘operational transformation of Aurizon’, based on five core principles being people, service, safety, cost control, productivity and efficiency discussed in Section 4.5.

*A1.2.*

A key objective is the ‘Drive to 75’ (earning 25 cents profit from every $1 made). This metric is compared to North American class 1 railroads which are seen as being representative of global performance benchmarks (Holdings 2014).
A key strategy to achieve world class status was the recruitment of senior executives with international rail experience (discussed in Section 4.5B.1.2).

**Sydney Trains**

Transport Minister Gladys Berejiklian, promised the public to ‘fix the trains’ and make them ‘world class’ (Budd 2013), citing this status would be achieved through the development of ‘a broad range of initiatives’ (Berejiklian 2012, p. 2). A key initiative that was cited as making Sydney transport services comparable to world leading cities was the development and implementation of an integrated intermodal transport brand (NSW 2013, p. 1).

Another step toward ‘world class’ was believed to be the introduction of the new uniforms, including a policy of ‘no shorts’, discussed in Section 4.4.2.6. Another major focus on pursuing world class status was a more customer-centric focus (Berejiklian 2012), and transition from ‘an engineering-led organisation to a customer-focused one’ (Trains, TS 2014, p. 1), discussed in Section 4.4.2.11.

Like Aurizon, a key initiative to achieving world class status was the recruitment of ‘International Talent’, most notably the former head of London Underground, Howard Collins as the new CEO for Sydney Trains (discussed in Section 4.5B.2.3).

Sydney Trains also benchmark against ISBeRG (Section 5.6.2), however interestingly the results are not made publicly available. However, during interviews, although senior managers acknowledged the transport minister’s aspirations of achieving world class they felt the organisation may not be pursing the right initial strategy:

*I think being world class means something quite different to what we’re currently doing. I had that conversation with the executive team and I think aspiring to be world class is great, but let’s just knock this railway into shape first. Then take it to the next level (Janine).*

**MTM**

The primary elements underpinning world class practice are superior operations, continuous improvement and technological innovation. MTM believe their international experience provides them with the requisite knowledge and expertise to run a world-class train system. However, interviewees noted several impediments to achieving this world class status in Victoria, discussed in Section 4.2.4.4.
MTM benchmark against ISBeRG (discussed in Section 4.2.4.3, and Section 5.6.2).

**V/Line**

During the 2007 ‘evolutionary’ rebranding V/line did not aspire to achieve world class status. However, by 2014 V/Line aspired to be ‘*in the top five per cent of customer service organisations in the world by 2016*’ (V/Line 2014, p. 13). Their primary focus on the meaning of ‘world class’ therefore appears to an increased focus on customer service (Section 4.2.3.2).

### 5.2A.4 Biological Metaphors

Interestingly during interviews, some senior managers at three of the four rail organisations researched described their rebranding odyssey in terms of biological metaphors. Figure 5.4 below illustrates the perceived transformative brand journey of the rail organisation described as biological metaphors at the beginning of the rebranding to the perceived actual or desired biological metaphor at the end of the rebranding journey:

**Figure 5.4: Biological Metaphors Used to Describe Australian Rail Rebranding**

Source: Original
V/Line states it has transitioned from a turtle to an octopus. The turtle depicts a slow, outdated brand image and the octopus a more contemporary and progressive image offering multifaceted consumer services.

Aurizon is transforming from an elephant to a cheetah. As an elephant, it was slow and ponderous, encumbered by antiquated policies and procedures. The cheetah is sleek and streamlined, quick to react to market forces and pounce on opportunities to maximise profitability.

Sydney Trains states they were a donkey, are now a pony and are striving to become a thoroughbred embedded with world class best practices.

Table 5.3 below summarises key findings of rebranding goals cross AROs:
### Table 5.3: Cross case analysis of AROs’ rebranding goals

<table>
<thead>
<tr>
<th>ARO</th>
<th>Goal</th>
<th>Key Statements</th>
</tr>
</thead>
</table>
| **Aurizon**  | Transformation                             | Company-wide transformation; unparalleled transformation  
Moving from inefficient government owned company to being commercially competitive  
Operational transformation of Aurizon is guided by Integrated Operating Plan’ (IOP), focused on reducing costs, enhancing operational efficiency and increasing productivity |
|              | World Class Best Practice                 | Aurizon’s aspiration is to become a world class company;  
At Aurizon we strive to be a world class company that global investors want to invest in  
Achieving this world class status is seen to be fundamentally aligned to increasing operational efficiency |
|              | Redefining – Negative Government          | From bureaucratic, fat and lazy to commercially driven, commercially efficient, top ASX listed company – blue chip (Luke)                                                                                     |
|              | Associations to Blue Chip                | To double the value of the Company every five years, while becoming the safest transport company in the world                                                                                               |
|              | Double the Value of the Company Every Five Years |                                                                                                                                                |
|              | Safety                                    | ZEROHARM (no injuries to anyone, ever). Safety First. The safest transport company in the world                                                                                                           |
|              | Biological Metaphors                      | Elephant QR (was) as an elephant, big, slow; QR-would have been a donkey (Ben) (Aurizon) – it’s aspiring to be more like a cheetah (Courtney) (Aurizon)  
(Aurizon) – An owl. An owl = history, wisdom, courage, safe environment, can still get out and hunt and be very active (Ben) |
| **Sydney Trains** | Transformation                           | Initially focused on procurement procedures to create best practice in procurement performance and compliance                                                                                               |
## Chapter 5 - Presentation of Findings – Cross Case Analysis

<table>
<thead>
<tr>
<th>Increase total public transport patronage</th>
<th>Our business objectives for public transport is to get more people using public transport (Susan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>Target Zero = Zero Incidents&lt;br&gt;Graffiti wrecks sense of security, and safety and reassurance</td>
</tr>
<tr>
<td>World Class Status</td>
<td>Fix our trains and make them world-class&lt;br&gt;Recruit people with world-class experience; About 50 per cent of our GMs are new; Our exec is like half Brit, half Australian (Janine)</td>
</tr>
<tr>
<td>Biological Metaphors</td>
<td>Maybe RailCorp was a donkey (Janine)&lt;br&gt;Sydney Trains – Maybe now we’re a pony and eventually we become a thoroughbred racehorse (Janine)</td>
</tr>
</tbody>
</table>

### V/Line

<table>
<thead>
<tr>
<th>World Class Best Practice</th>
<th>In 2006 – notion of best practice did not exist, rather focus was on achieving highest performance targets of any regional passenger rail operator in Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patronage, Rather Than Revenue</td>
<td>Major driving forces was growing patronage-revenue has been secondary (Caroline)</td>
</tr>
<tr>
<td>Relevant to Melbourne</td>
<td>Key objective = make the V/Line rebrand relevant to Melbourne markets</td>
</tr>
<tr>
<td>Safety</td>
<td>Our top value; safety comes first; SAFETY being paramount in all we do; Safety underpins everything we do (Caroline)</td>
</tr>
<tr>
<td>Biological Metaphors</td>
<td>(Customer perception prior to rebranding) was elephant, turtle. Not very flattering. So big, slow, dependable, but potentially not very open to change we didn’t want to be elephant or turtle …we’re closer to being an octopus, definitely (Caroline)</td>
</tr>
</tbody>
</table>
### Key Finding regarding RQ1(b) Rebranding goals

All ARO’s identify safety as their highest priority

All ARO’s seek ‘world class status’, although there is no common agreement what this term means

Some ARO managers ‘organically’ describe their rebranding odyssey in terms of biological metaphors (anthropomorphic agents)
5.2B Rebranding Processes

The discussion in Section 5.2B relates to the ‘Planning’ phase of the CERF.

Section 5.2B now presents cross case findings relating to the ‘rebranding processes’ component RQ1 (c): What are the rebranding processes underpinning rebranding decisions in AROs? This question is addressed in alignment with the broad description of rebranding processes by Muzellec & Lambkin (2005), ‘the importance of taking account of both internal and external stakeholders in the rebranding process’ (p.820).

Figure 5.5 below summarises the cross-case analysis pertaining to Rebranding Implementation – Improving Efficiencies.

![Figure 5.5: Rebranding Implementation – Improving Efficiencies](source: Original)
The major processes that AROs engaged in are discussed below as follows: ARO’s Relative Brand Audits (Section 5.2B.1), Internal Branding Consultation / Collaboration (Section 5.2B.1.1), External Branding Communication (Section 5.2B.2), Functional / Improving Operational Efficiencies and Implementation (Section 5.2B.2.1), Ticketing – Transport Card (Section 5.2B.2.2), and Accessibility (Section 5.2B.2.3).

5.2B.1 Cross case analysis of AROs’ relative brand audits
Section 4.1A identified that this analysis relates to the Analyse (Situation Analysis) section of the CERF (Figure 2.21) A cross case analysis of AROs’ relative brand audits is depicted in Table 5.4 below:

Table 5.4: Cross case analysis of AROs’ relative brand audits

<table>
<thead>
<tr>
<th>ARO</th>
<th>How Brand Audit was undertaken</th>
<th>Whether a Competitor Analysis was included in the brand audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>QR – undertook audit of brands within brand portfolio: QR National – Following the IPO another brand audit was undertaken – (apparently also focused on how many brands within brand portfolio) Aurizon did not undertake a competitor analysis</td>
<td>Aurizon has not undertaken a competitor analysis. However, they only have one primary freight rail competitor (Pacific National). Still it should be noted that road transport is a significant competitor for freight rail services.</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Brand Audit – staff and customers: Primarily focused on the visual elements of the brand</td>
<td>No known competitor analysis, (for example roads) although Sydney Trains is the only provider of Sydney suburban train service.</td>
</tr>
<tr>
<td>V/Line</td>
<td>Comprehensive brand audit to determine the perception of both customers and the public prior to their rebranding</td>
<td>Competitor analysis was felt to be unnecessary (Caroline)</td>
</tr>
</tbody>
</table>
Chapter 5 - Presentation of Findings – Cross Case Analysis

5.2B.1.1 Cross case analysis of Internal Branding Consultation / Collaboration

The findings in Sections 4.2B. lead to a cross case finding is that there was very little to no evidence of AROs taking account of internal stakeholders through either consultation or collaboration in the rebranding process (with perhaps the exception of MTM). This is clear from the summation of participant responses in Table 5.5 below:

Table 5.5: Internal Branding Consultation / Collaboration

<table>
<thead>
<tr>
<th>ARO</th>
<th>Internal Branding Communication / Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Communication regarding the rebranding largely commenced post the rebranding exercise, with little consultation during the rebranding phase. <strong>Very little consultation</strong> with staff regarding the rebranding decision/ process, or communication during the name change stage; Consultation that was undertaken was somewhat tokenistic (Luke) we’ve made a token effort to get staff engagement (Luke)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Very little internal branding had been undertaken (Stephanie)</td>
</tr>
<tr>
<td></td>
<td>Very little of it internally … it was still pretty low level really (Janine)</td>
</tr>
<tr>
<td>V/Line</td>
<td>Communication = staff surveys and leadership forums travelling throughout the state; however</td>
</tr>
<tr>
<td></td>
<td>The rebrand was mostly externally focussed. There wasn’t a lot of focus on internal at all (Caroline)</td>
</tr>
</tbody>
</table>
Chapter 5 - Presentation of Findings – Cross Case Analysis

That was one of the major frustrations at the time of the rebrand. I remember there being a lot of frustration on a more senior level, that there wasn’t enough support to bring it out the way it should have been brought out to staff (Caroline)

<table>
<thead>
<tr>
<th>MTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTM report that they engaged in a number of Internal communication strategies including; Road shows Weekly newsletter (Metro Express) Metro TV (DVDs to communicate and engage with employees’ spouse to help them understand their partner’s role</td>
</tr>
</tbody>
</table>

Source: Original

5.2B.2 Cross case analysis of External Branding Communication

It is evident that a major strategy that all AROs have undertaken to enhance the perception of external stakeholders is to improve the functionality of rail services. This cross-case analysis is identified below:

5.2B.2.1 Functional / Improving Operational Efficiencies and Implementation Issues

A key focus by many AROs during the rebranding process was to improve rail efficiencies in order to enhance external stakeholder perceptions. However, a range of practical implementation issues emerged during the rebranding process. These ranged from a focus on improving physical services such as introducing more air-conditioned trains (Sections 4.2B2.2.2; 4.5A.2.2), to relatively small budgets (Sections 4.2B2.1.4; 4.5A.1.4), and longer than anticipated periods in applying logos to rebranding rolling stock (Sections 4.2B2.1.3; 4.7.4.5), and updating wayfinding signage (Sections 4.2B2.2.3). Table 5.6 below summarises the themes pertaining to Rebranding: Improving Efficiencies and Implementation Issues.
### Table 5.6: Rebranding: Improving Efficiencies and Implementation Issues

<table>
<thead>
<tr>
<th>ARO</th>
<th>Improving Efficiencies Strategies</th>
<th>Issues in Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Integrated Operating Plan (IOP) underpins the ‘operational transformation of Aurizon’, and is based on five core principles being people, service, safety, cost control, productivity and efficiency which are designed to create world-class performance. ‘Drive to 75’ (Earn 25 cents profit from every $1 made</td>
<td>Hands on Rebranding (technical issues in getting the logo onto the locomotive’s different configurations (Joseph) Small Budget: We really had to get the maximum rebranding done for the least cost and the quickest amount of time (Luke) Remarkably low key rebranding (Ben)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Enhancing Overall Peak Punctuality 1,000 additional weekly services New state-of-the-art trains Cleaner trains Mobile apps Improved announcements Air-conditioned trains</td>
<td>Wayfinding at stations (as well as all other relevant signage) took a long time to update (Janine) Marketing of transport – primarily from Transport for NSW not from Sydney Trains (Janine) Rebranding implementation had been somewhat disjointed (Janine)</td>
</tr>
<tr>
<td>V/Line</td>
<td>40 new VLoCity trains Extra 5,600 seats capacity Thousands of extra services since 2006</td>
<td>Lack of money (Caroline) Changing the livery was a very slow process (Caroline) Livery on the trains was changed progressively over quite a few years (Caroline)</td>
</tr>
<tr>
<td>MTM</td>
<td>Mobile Apps</td>
<td></td>
</tr>
</tbody>
</table>

Source: Original

Some of these functional improvements were far from incremental. For example, Sydney Trains CEO Howard Collins, stated that the rollout of the new trains improved security, safety and accessibility for customers, and with the added enhancement of almost 100% air-conditioned trains, ‘the project represented the largest single procurement of trains in Australian history’ (Trains, S 2014, p. 1).
5.2B.2.2 Ticketing – Transport Card

Transport cards were implemented by several organisations to both improve operational efficiencies and assist with branding.

So, one of the big things is ticketing, obviously, because that’s what one of the main touch points. So we need to be out there and be able to explain things and respond to customers (Amy). It’s an integral touch point because that’s how you get around (Tony).


![Figure 5.6: NSW Transport Opal Card](image)

Source: Government (2016)

On 29 December 2012, the MYKI card was introduced as the only ticket for Melbourne public transport (Victoria 2013). This of course includes both MTM and V/Line. The myki card replaced a former ‘metcard’ system used in Melbourne city and a number of other ticketing systems that had been used by buses. In 2014, a revamped myki card featuring PTV’s network branding design was introduced for all passenger types (Victoria 2014).

![Figure 5.7: myki card](image)

Source: Victoria (2016)
5.2B.2.3 Accessibility

There is a move by passenger rail organisations for improvement in accessibility including better wheel chair access. MTM facilitate this by marking a yellow or white rectangle on the pavement at a metropolitan platform, and the driver assisting through placing a ramp between the platform and the first door of the front carriage. The driver uses the ramp again to assist passengers off the train at their destination station. MTM also permit guide and hearing dogs to travel free of charge on all trains always.

**Key Finding regarding RQ1(c) Rebranding processes**

ARO’s undertook little to no consultation or collaboration with Internal stakeholders in the rebranding process

A major strategy that all AROs have undertaken to enhance the perception of external stakeholders is to improve the functionality of rail services.

Transport cards integrated across the public transport network were implemented by TfNSW (Opal) and MTM (MYKI) to both improve operational efficiencies and assist with branding.
5.3 CERF – Planning and Implementation

The discussion in Section 5.3 relates to the ‘Planning and Implementation’ phases of the CERF.

This section therefore presents cross case findings that inform RQ2: **Evolutionary versus revolutionary ARO rebranding strategies:** (i) What types are used for (a) name, b) logo, c) livery?

Section 5.3A.1 addresses the overall findings of whether AROs have used evolutionary or revolutionary branding. Section 5.3A.2 addresses what the associated desired Brand Personality for AROs is. RQ 2 (a) name, is addressed in Section 5.3B.3 (how brand names were formulated) and Section 5.3B.4 (intended brand name meaning). RQ 2 (b) logo and RQ 2 (c) livery are discussed in Section 5.3B.4 & C.6.

The section concludes with some generic cross case statements / recommendations from interview participants. The implications of the findings in this section relative to the literature is presented in Section 6.3.

Figure 5.8 below visualises the sub themes identified in the data analysis for the overarching theme ‘CERF – Planning / Implementation’.
Figure 5.8: ‘Corporate Rebranding Framework – Planning / Implementation’

Source: Original
5.3A.1 Cross case analysis of AROs’ evolutionary / revolutionary rebranding and modified marketing elements

Table 5.7 below presents a cross case summary of whether name changes were evolutionary, or revolutionary, and the marketing elements that were modified. These are based on findings from Sections 4.3A.1.3, 4.3B.1.5.

**Table 5.7: Cross case analysis of AROs’ evolutionary / revolutionary rebranding and modified marketing elements**

<table>
<thead>
<tr>
<th>ARO</th>
<th>Evolutionary / Revolutionary</th>
<th>Marketing Elements Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Revolutionary</td>
<td>Name Change (QR National to Aurizon)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Revolutionary</td>
<td>Name Change (Railcorp to Sydney Trains)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Logo Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brand Mantra Change</td>
</tr>
<tr>
<td>V/Line</td>
<td>Evolutionary</td>
<td>Logo modification</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Livery colour change</td>
</tr>
<tr>
<td>MTM</td>
<td>Revolutionary</td>
<td>Name Change (Connex to Metro Trains Melbourne)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Livery Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Logo Change</td>
</tr>
</tbody>
</table>

Source: Original

*Key Finding regarding RQ 2: Preliminary*

AROs have a predilection to engage in revolutionary branding
5.3A.2 Cross case analysis of desired Brand Personality for AROs

Table 5.8 below summarises the cross-case findings for desired Brand Personality for AROs. This analysis is based on findings from Sections 4.3A.1.4, 4.3A.2.3, 4.3A.3.2, 4.3A.4.2. In general, the findings identify that most ARO’s feel their current brand associations are outdated and are seeking more contemporary, dependable but proactive brand associations.

Table 5.8: Desired Brand Personality for AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Desired Brand Personality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td><strong>Brand Personality</strong></td>
</tr>
<tr>
<td></td>
<td>described by key terms:</td>
</tr>
<tr>
<td></td>
<td>Ambitious but not reckless (John)</td>
</tr>
<tr>
<td></td>
<td>Confident and ambitious (John)</td>
</tr>
<tr>
<td></td>
<td>Quietly confident (Luke)</td>
</tr>
<tr>
<td></td>
<td><em>A reasonably conservative brand, but determined (Luke)</em></td>
</tr>
<tr>
<td></td>
<td><strong>Brand Personality related to actors:</strong></td>
</tr>
<tr>
<td></td>
<td>Moving from Bill Hunter to Hugh Jackman (Luke)</td>
</tr>
<tr>
<td></td>
<td><strong>Desired brand personality compared to other blue chip companies:</strong></td>
</tr>
<tr>
<td></td>
<td>Yeah, BHP. Interesting, from a brand perspective, we see BHP as a role model, because they are an iconic brand in this space (Luke)</td>
</tr>
<tr>
<td></td>
<td><strong>Brand Mantra:</strong> Moving A Nation</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td><strong>Outdated brand personality associations</strong></td>
</tr>
<tr>
<td></td>
<td>terrible kind of reputation around the old RailCorp brand (Janine)</td>
</tr>
<tr>
<td></td>
<td>Railcorp’s reputation was poor...the whole RailCorp brand was completely polluted (Janine)</td>
</tr>
<tr>
<td></td>
<td>safety, pride (Stephanie)</td>
</tr>
<tr>
<td></td>
<td>bright and friendly (Donna)</td>
</tr>
<tr>
<td></td>
<td>bright, agile and visual (Susan)</td>
</tr>
<tr>
<td></td>
<td>good company, leading edge, contemporary, integrated (Susan)</td>
</tr>
<tr>
<td></td>
<td>modern, dynamic, friendly, helpful, customer centric or customer focused, innovative (Janine)</td>
</tr>
<tr>
<td></td>
<td>Sydney Trains (and Railcorp’s) Brand Mantra: <strong>The customer is at the centre of everything we do</strong></td>
</tr>
<tr>
<td>V/Line</td>
<td><strong>Outdated brand personality associations</strong></td>
</tr>
<tr>
<td></td>
<td>The old guy out in his tracky dacks (Caroline)</td>
</tr>
<tr>
<td></td>
<td><strong>Negative brand personality associations:</strong></td>
</tr>
<tr>
<td></td>
<td>big, slow, dependable, but potentially not very open to change</td>
</tr>
<tr>
<td></td>
<td>V/Line is old, V/Line is slow, V/Line is expensive (Caroline)</td>
</tr>
</tbody>
</table>
Positive brand personality associations

Contemporary, dependable, welcoming, you know portraying country values (Caroline)

Affinity with the brand and – loyalty and ownership Less so for metro commuters (Caroline)

Brand personality associations to move away from (described as though the brand was a person) ...
The old man in his tracky dacks (Caroline)

Brand Associations to keep the country values that people expect from us ... but very careful consideration between that and being contemporary (Caroline)

Unique Brand Essence

Brand personality associations to move forwards to; sort of in his thirties, quite professional looking but without the tie: modern, progressive, contemporary, open, flexible (Caroline)

V/Lines Brand Mantra: Connecting Victorian communities and industry

MTM

Brand Association Issues
metro style commuters have no brand affinity (Tina)
very strong brand recognition after only five years or even three or four years (Tina)
Very strong brand recognition, sometimes for the wrong reasons (Tina)

(Desired) Brand Personality / brand mantra described by key terms innovative, creative, friendly and have got a bit of spunk (Tina)

(Desired) Brand Personality / brand mantra described as though the brand was a person friendly, proactive, forward thinking, consistent, confident, responsible (Tina)

MTM Brand Mantra: A proud railway for everyone, every day

Source: Original

The implications of this are discussed in Section 6.4.2.7.

5.3B.3 Cross case analysis of how Brand Names were formulated

Table 5.9 below summarises the cross-case analysis for Brand Name Formulation for AROs. This analysis in based on findings from Sections 4.3A.1.12, 4.3A.2.5, 4.3A.3.4, 4.3A.4.4. In general, the findings identify that AROs did not consult with internal staff, and external brand agencies were typically engaged to assist with brand name formulation.
### Table 5.9: Brand Name Formulation for AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Description of brand name formulation</th>
<th>Consultation with brand agency/ Internal staff consulted?</th>
</tr>
</thead>
</table>
| Aurizon      | Differing Accounts  
Brand Agency created brand options including brand name;  
General belief that the name had been trademarked at the time of separation in 2010 (Joseph);  
Aurizon was chosen actually before IPO. It was one of the short-listed ones (Luke)  
My understanding is, Aurizon spent about a million dollars doing research to come up with the name Aurizon (Matthew) | Brand Agency: Colmar Brenton  
No broad staff consultation                                                                                                                                                      |
| Sydney Trains| City Rail had a lot of legacy – good & bad; to help customers understand this is part of an integrated network we had to name what’s in the box – so Sydney Trains is an obvious solution; it made sense to be more defined with the modal offering for train (Susan)  
Conjecture of government privatisation agenda  
Sydney has been set up into two identities: New South Wales Trains and Sydney Trains ready for privatisation | We had an external agency appointed to develop the brand                                                                                                                         |
| V/Line       | Name Stayed the Same;  
There was never a question about whether we would change or retain the company name (Caroline).                                                                                                                                 | Quantum Market Research  
FutureBrand                                                                                                                                                                        |
| MTM          | Requirement of Tender Bid (‘franchise tender returnable’).                                                                                                                                                                              | Unknown – Appeared to be internal marketing department effort                                                             |

Source: Original

### 5.3B.4 Cross case analysis of intended brand name meaning

Table 5.10 below summarises the cross-case analysis for Intended Brand Name Meaning for AROs. This analysis in based on findings from Sections 4.3A.1.3, 4.3A.2.6, 4.3A.3.5, 4.3A.4.7. The findings show that **AROs primarily choose revolutionary brand names and chosen brand names range from being primarily descriptive (Sydney Trains) to primarily aspirational (Aurizon) to descriptive and aspirational (MTM).**
Table 5.10: Intended Brand Name Meaning for AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Evolutionary or Revolutionary Brand Name Construction</th>
<th>Brand Name Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Revolutionary (QR National to Aurizon)</td>
<td>Aurizon brand name is a neologism combining Au signifying Australia and rizon for horizon. Aurizon denotes: the Company’s aspirations and national scope of operations; long-term growth opportunities on the horizon and beyond.</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Revolutionary (City Rail to Sydney Trains)</td>
<td>Descriptive of place based rail transportation service. It does what it says on the tin (Janine). It’s pretty self-explanatory (Donna). Agility and Energy (Stephanie)</td>
</tr>
<tr>
<td>V/Line</td>
<td>Evolutionary (V/Line to V/Line)</td>
<td>V/Line = the best of both worlds. Country Victoria and access to the city (Caroline)</td>
</tr>
<tr>
<td>MTM</td>
<td>Revolutionary (Connex to Metro Trains Melbourne)</td>
<td>To create more contemporary cosmopolitan / global perception (Tony). Metro’s a name that’s commonly used for railways around the world (Tina). Bring Metro into a comparable service in the future to other big cities around the world (Amy)</td>
</tr>
</tbody>
</table>

Source: Original

**Key Finding regarding RQ 2 (a): name**

AROs generally prefer a new name when rebranding (revolutionary)

5.3B.5 & C.6 Cross case analysis of livery / logo colour formulation

This section discusses how AROs have formulated their name, logo and livery. Firstly, it considers how the formulation of these marketing aesthetics has evolved since the early days of Australian rail. Next, it provides a cross case analysis of Livery and Logo Colour Formulation / Meaning for AROs
Australian railways since inception and to the present day have been primarily government rather than privately owned. Historically then symbols, monograms, words and acronyms used to identify railway operations were crafted to clearly signify government ownership (Longworth 2012a).

Figure 5.9 below clearly depicts the use of armorial (coat of arms) logos that were typical in the formative years of Australian railways:

![Heraldry of New South Wales Railways](image)

**Figure 5.9: Heraldry of New South Wales Railways**

Source: Longworth (2012a)

These heraldic devices announced that the entity had the right to bear a coat of arms, signifying that they were part of important and powerful government business. The author thus states that ‘the railway has traditionally been a very powerful image in Australian popular culture’ (Longworth 2012a, p. 15).
This image has however changed dramatically over the last several decades. Longworth (2012a) states that the move away from heraldic arms to a logo was reflective of a symbolic focus in railway ideology to shift from government ownership and control towards greater commercialisation. Ensuing changes to names and logos in Australian rail are therefore attributed to this greater focus on commercialisation.

Table 5.11 below summarises cross case findings for the Livery and Logo Colour Formulation / Meaning for AROs. This analysis is based on findings from Sections 4.3B.1.5, 4.3B.1.6, 4.3B.1.7, 4.3C.2.6, 4.3C.2.7, 4.3C.3.6, 4.3C.3.7, 4.3B.4.8. The findings show that yellow is universally chosen to increase visibility / for safety, and ARO train colours are typically chosen externally (usually by government transport departments) as part of the overall colour pallete for integrated public transport.

**Table 5.11: Livery / Logo Colour Formulation / Meaning for AROs**

<table>
<thead>
<tr>
<th>ARO</th>
<th>Formulation of Logo / Livery Colours</th>
<th>Logo / Livery Colour Meanings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td><strong>Colours and that logo were approved by the previous board for the de-merger</strong>&lt;br&gt; <strong>We hadn’t changed our logo so our logo, which represents Australia and the colours remained exactly the same. So, it was really about just a name change, not a complete brand change as such</strong>&lt;br&gt; <strong>The former colours that were created for QR National were thus retained by Aurizon, with just the name changing</strong></td>
<td>The logo represents a map of Australia – however, it was highlighted that due to the stylistic nature of the logo, many people don’t identify it as a map of Australia (Courtney). Yellow logos are highly recognisable (Luke). A, U, = the symbol for gold, hence the colour. Yellow is also part of our national colour set. Australia = the stark yellow background that we use (Joseph). Colours of the desert in the outback, the ochres and the colours we see out there (Joseph)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td><strong>Broader integrated transport brand and intermodal transportation service (‘The Hop’)</strong>&lt;br&gt; Integrated transport modes include; buses, trains, ferries and light rail: Each has the same shaped logo, but a separate colour to denote different modes; Sydney Trains was designated orange, and Light Rail Red.</td>
<td>We maintain that very bright yellow (on the front of trains) as a safety colour (Susan). Doors on trains, for disability access reasons, you need to have a 30 per cent distinction between the door colour and the not door colour…. So yellow’s there, yellow works (Susan)</td>
</tr>
<tr>
<td>V/Line</td>
<td>**When intermodal colours were being chosen for Victorian transport (by Metlink), V/Line was provided a choice of the only colours left on the colour palette being yellow, red and purple and a very hot pink. Red railway signage means stop, so not chosen, yellow (as Purple chosen, because of ‘availability of choices on colour palette and the decision to make the regional transport colour purple’ (Caroline)</td>
<td></td>
</tr>
</tbody>
</table>

380
the primary colour) did not harmonise with other colours, hot pink was too far away from desired V/Line image, so purple was chosen (Caroline).

The incorporation of yellow was to increase high visibility enhancing safety (Amy)

The green of the livery was a surprise as the green just arrived on the VLocity trains, and on the seats, with the architect of that decision being unknown (Caroline)

MTM

MTM developed the logo and livery as a requirement of their franchise bid. They stated that an intensive, scientific process had been undertaken to design the logo with a complementary livery;

Similar to Sydney Trains, as part of a larger intermodal branding, different colours had been designated for different modalities, with blue retained for trains.

The distinctive ’prism’ is effectively representative of a ‘City of Melbourne branding’ with a ’Melbourne graphic effect’ designed to engender local patriotism (Tina).

Interestingly, PTV (who retained IP in the logo / livery designs), subsequently implemented the unique ‘prism effect’ (originally designed by MTM), Cross all transport modes, albeit in the colours respective to each mode.

Source: Original

5.4 CERF– Implementation

The discussion in Section 5.4 relates to the ‘Implementation’ phases of the CERF.

This section also addresses **RQ3: How do AROs undertake internal branding and external branding?**

Implementation factors that were identified across the four AROs are discussed below as follows: Internal Branding Communication / Consultation and Internal Branding Strategy (Section 5.4.1), Internal Branding Training and Employee Perception of Rebranding (Section 5.4.2), Pride Cross AROs (Section 5.4.3), Uniforms cross AROs (Section 5.4.4), Overall External Stakeholder Perception of Rail (Section 5.4.5), External Stakeholder Perceptions and Customer Focus (Section 5.4.6), External Branding: Brand Identity (Section 5.4.7), Strategic Brand Analysis (5.4.7.1), Brand Identity – Core, Extended and Brand Essence (5.4.7.2), Brand as Product, Organisation, Person and Symbol (5.4.7.3), Heritage / Nostalgic Brand Associations (5.4.7.4).

The implications of the findings in this section relative to the literature is presented in Section 6.4.
**Key Finding regarding RQ2(b) Logo**

Yellow is universally used as a safety device. Abstract logos (e.g. Aurizon stylised map of Australia) may not clearly convey the desired meaning. Many ARO colours are provided as part of an Integrated transport branding colour palette.

**Key Finding regarding RQ2(c) Livery**

Some livery had been created during a previous rebrand and retained for the ongoing rebrand (QR National – Aurizon), some livery colours were due to the integrated public transport brand (Sydney trains, V/Line), and others had been developed as a part of a government franchise requirement (MTM).

Figure 5.10 below provides an illustrative ‘cross case’ analysis of Rebranding Implementation – Improving Efficiencies:
Chapter 5 - Presentation of Findings – Cross Case Analysis

Figure 5.10: Rebranding Implementation – Improving Efficiencies

Source: Original
5.4.1 Cross case analysis of Internal Branding Communication / Consultation and Internal Branding Strategy

Table 5.12 below summarises the Internal Branding processes and issues for AROs. This analysis is based on findings from Sections 4.4.1, 4.4.2, 4.4.3, 4.4.4. An interesting cross case finding was the relatively limited amount of Internal Branding undertaken at most AROs. This is perhaps except for MTM who believe that following several rebranding initiatives the employees are ‘living the values’.

Table 5.12: Internal Branding Strategy Cross AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Internal Branding Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Little to no Internal Branding Strategy (Courtney)</td>
</tr>
<tr>
<td></td>
<td>Internal branding was not a focal point of the rebranding strategy (Joseph)</td>
</tr>
<tr>
<td></td>
<td>Internal brand is never really considered part of the mix (Luke)</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>We haven’t really done yet is that engagement piece around what does it mean now to work for Sydney Trains? What is different about us?</td>
</tr>
<tr>
<td></td>
<td>identified that they had changed the language of referring to the ‘Fixing the Trains’ to more positive language (Janine)</td>
</tr>
<tr>
<td></td>
<td>Yeah. We’ve deliberately stopped talking about that now. We were going on about Fixing the Trains up until the end of last year then we started to talk about improving the trains and keeping Sydney moving (Janine)</td>
</tr>
<tr>
<td>V/Line</td>
<td>It wasn’t widely supported. The internal branding wasn’t widely supported at the time. We had plans but it was very difficult receiving funding and support to properly launch the brand internally (Caroline)</td>
</tr>
<tr>
<td>MTM</td>
<td>In addition to attempting to engage employees, an interesting strategy were the DVD’s to engage with the employees’ spouse (Tina)</td>
</tr>
<tr>
<td></td>
<td>Very much. They’re not all totally there yet but we’re working on it, we’re getting there. <strong>Certainly, living the values</strong> and those sorts of things and the brand and we promote good examples that come through and one feeds off another. So yeah, a lot of it’s around our people (Tina).</td>
</tr>
</tbody>
</table>

Source: Original
5.4.2 Cross case analysis of Internal Branding Training and Employee Perception of Rebranding

An across case finding was the reported deep emotional connection that many long-term employees felt towards the respective rail organisations. In many cases this seems to be something that has gone unacknowledged by senior management during the rebranding process (except for V/Line who seem to value and acknowledge this long service commitment). The findings therefore reiterated the fact that AROs have undertaken very limited to no internal branding. It appeared therefore that there were divergent employee perceptions of the rebranding ranging from those who reportedly were happy with it, to those who were sceptical and those who were more loyal to the concept of rail in their area, rather than the organisation undertaking the rebranding.

Table 5.13 below summarises the Internal Branding Training and Employee Perception of Rebranding Cross AROs:
### Table 5.13: Internal Branding Training and Employee Perception of Rebranding Cross AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Internal Branding Training</th>
<th>Internal Stakeholder Perception of Rebranding</th>
</tr>
</thead>
</table>
| **Aurizon** | Training was focused on: Safety  
Improving Operational Efficiencies (‘Drive to ‘75). | Some managers state employees reacted well to rebranding (including name change):  
I got a lot of unsolicited, positive feedback from people who were saying it was so well done, the launch and execution and they’ve been happy with it (Luke). |
| **Sydney Trains** | Depth of Sydney Trains training appeared somewhat contradictory:  
In the annual report, it says 1,800 staff have received customer service training (Interviewer).  
They haven’t. No they haven’t (Janine). That’s not really right...But I don’t get a sense we’ve really done that properly yet. I’m not saying we won’t. But I don’t think – we’ve done bits.  
Train Driver Announcements:  
The training that was undertaken was focused on train driver ‘elocution lessons’.  
What we have done...we’ve actually put all our guards and station staff through radio school. So they’ve learned how to make announcements. So that’s a lot better. So it’s possible that’s referring to things like that (Janine). | Some employee cynicism over the rebranding given past efforts;  
I think, I suppose from a staff point of view, the more cynical would say well, we’ve had a rebrand before and it doesn’t work. But – I don’t know, they all say that (Janine).  
Some staff saw the rebranding as superficial;  
I think we’re still at the start of the engagement thing. I think we’ve got people who feel it’s a bit superficial. They don’t believe it’s here to stay (Janine).  
The interviews highlighted the deep emotional connection that many long-term employees feel towards the rail brand; in many cases this has been largely unacknowledged by senior management during the rebranding process (Donna). |
| **V/Line** | V/Line did not identify that any specific training took place at the time of the rebranding.  
In recent years however there has been a customer-centric focus with aligned customer service training implemented. | Many V/Line employees have expressed feelings of loyalty & even ownership towards the brand, although there was little support by management for the marketing team to inculcate internal branding to engage employees as ‘brand ambassadors’ (Caroline). |
### Train Driver / Platform Announcements

Similar to Sydney Trains, MTM had a key focus on improving the quality of announcements to rail passengers through platform announcements.

*We do specific training now around platform announcements ... we were only telling people what was wrong...now we tell people both. We tell them when they're getting a good service... then you're instantly at ease and you think things are great (Tina).*

Train Driver Announcements

It remains a struggle actually for us to get our drivers to make announcements so some of the drivers that have been around for a long time, many of them are reluctant to make announcements…. we help them with it and train them, we promote people that get good customer feedback, we help them understand the difference that it makes to their customers. So we know that the warmth in announcements…makes people like us more. They then enjoy their experience with Metro (Tina).

### Key Finding regarding RQ3

AROs (with the possible exception of MTM) undertook relatively limited to no internal branding with employees during the rebranding process.
5.4.3 Pride Cross AROs
The concept of ‘pride’ was a recurring theme across AROs. A cross case finding is that a key desire of ARO management is to enhance the corporate culture by increasing the pride that their employees have in working for their rail organisation (Section 4.4.4.2). In this regard then it is interesting that at Aurizon managers identified that although many long-term employees had feelings of pride in their past and current roles in the organisations, there was general sentiment that Aurizon rebranding had done very little to acknowledge or leverage this inherent pride (Section 4.4.1.4).

5.4.4 Uniforms Cross AROs
Although uniforms weren’t specifically mentioned as a strategy for enhancing internal or external branding at Aurizon and V/Line, they were an important issue for MTM (Section 4.4.4.1), and appeared to be a vital issue at Sydney Trains (Section 4.4.2.7). Both Sydney Trains and MTM highlighted the importance of corporate uniforms in enhancing a positive corporate brand. MTM believed that changing the corporate uniform had a big impact on internal branding that made the corporate brand brighter, more professional, added more personality and style. These changes reflected positively on employees, making them feel better about their roles.

At Sydney Trains the unveiling of new uniforms was a centrepiece of the governments visual rebranding initiative with Minister Gladys Berejiklian proudly displaying new uniforms prior to the official rebranding launch (Budd 2013). Several references were made to employees being brand ambassadors, and comparisons were drawn between airline pilots and rail drivers and the relative responsibility for human life in their job roles. The new uniforms were thus seen by Sydney Trains senior management as a mechanism to positively enhance customer perception, improve customer service and engender a sense of pride in employees.

5.4.5 Overall External Stakeholder Perception of Rail
An industry observer commented that the overall public perception of rail has been significantly enhanced over the last few decades:

Certainly as the on-time running and the reliability of the passenger networks is in the 90s, the customer satisfaction surveys have been matching that. So, as they’ve been improving their reliability, on-time running, you’ve certainly seen greater perceptions from the customers (Matthew).
However, he highlighted that perception of risky rail safety is an ongoing problem affecting positive stakeholder perceptions:

*I think the next area the customers – it’s a society problem. Personal safety in the train is a difficult issue. You think about it, all the stats that we have and all the work that we’ve done would indicate that it’s far safer to be in a train than it is to walk on the street. You’re less likely to be – face harm. But it’s a perception that we’ve got to continue to work on and we are working on that right Cross the public transport network (Matthew).*
5.4.6 Cross Case Analysis of External Stakeholder Perceptions and Customer Focus

Table 5.14 below summarises the cross-case findings External Stakeholder Perceptions and Customer Focus Cross AROs. This analysis is based on findings from Sections 4.4.1.6, 4.4.1.7, 4.4.2.9, 4.4.3.6, 4.4.4.4. Overall many AROs are trying to overcome previous negative brand perceptions by undertaking a customer centric focus.

Table 5.14: Cross Case Analysis of External Stakeholder Perceptions and Customer Focus

<table>
<thead>
<tr>
<th>ARO</th>
<th>External Stakeholder Perceptions</th>
<th>Customer Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Overall management felt the rebranding had been created more positive customer perceptions; and had assisted to move away from former negative government associations; However, some managers also advised that they believed the brand lacks definition, with the brand essence not clearly defined and linked to company goals</td>
<td>Aurizon’s 2012 – 2013 Annual Report stated that; ‘The restructure created the Commercial &amp; Marketing function to ensure the customer was put at the front and centre of all we do’ (Limited 2013, p. 7)</td>
</tr>
</tbody>
</table>
| Sydney Trains | Negative public perception following Railcorp corruption scandal  
Government Minister and team lost trust in RailCorp, and didn’t initially really trust Sydney Trains Management to get the basics right. Subsequently, Sydney Trains Management had a focus on rebuilding the trust and gaining governments’ confidence that the railway could be managed well on a daily basis | The brand mantra is: the customer is at the centre of everything we do.  
According to Transport fNSW interviewees, the sole focus on customers is a unique thing in a big transport government entity  
The transport Minister affirms that Sydney Trains are focused on the unique needs of their customers and that customers are their number one priority  
Sydney Trains CEO stated that Sydney Trains is transitioning from an engineering-led organisation to a customer-focused one (Stephanie) |
<table>
<thead>
<tr>
<th><strong>V/Line</strong></th>
<th>Train-centric to customer-centric, so we’re trying to move from moving trains to moving customers (Donna)</th>
</tr>
</thead>
<tbody>
<tr>
<td>V/Line</td>
<td>V/Line external communications were minimal with a soft brand launch.</td>
</tr>
<tr>
<td></td>
<td>Little brand communication was expended to change customer image of the revitalised brand image, rather the focus was on product improvements</td>
</tr>
<tr>
<td></td>
<td>‘Put our customers first’ ... and the V/Line management team has worked hard to develop a business culture focused on customer service (Caroline)</td>
</tr>
<tr>
<td></td>
<td>Old operations department, were focused on running trains – now there is a customer focus (Caroline)</td>
</tr>
<tr>
<td><strong>MTM</strong></td>
<td>We want to have a personality; we want people to like us... but they are never going to love us (Tina)</td>
</tr>
<tr>
<td></td>
<td>In addition to attempting to engage employees, an interesting strategy were the DVD’s to engage with the employees’ spouse (Tina)</td>
</tr>
</tbody>
</table>

Source: Original
5.4.7 Cross Case Analysis of External Branding: Brand Identity

The analysis of all the preceding branding elements provides context within which to undertake a cross case analysis of the formulation of brand identity. This is conducted in terms of:

i)  *the degree to which a strategic brand analysis has been undertaken, i.e. (Customers Analysis, Competitive Analysis and Self Analysis)*

ii) *the brand identity in terms of description of Core, Extended and Brand Essence*

iii) *Brand Identity in terms of: Brand as Product, Brand as Organisation, Brand as Person, and Brand as Symbol.*

5.4.7.1 Strategic Brand Analysis

Strategic analysis in terms of brand audits was discussed in Section 5.3.1 and the relative degree of strategic analysis is depicted in Table 5.15 below:

### Table 5.15: Strategic Analysis / Brand Audits

<table>
<thead>
<tr>
<th>Analysis</th>
<th>Aurizon</th>
<th>Sydney Trains</th>
<th>V/Line</th>
<th>MTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers Analysis</td>
<td>Limited</td>
<td>Customers: Primarily focused on the visual elements of the brand</td>
<td>Comprehensive brand audit to determine the perception of both customers and the public prior to their rebranding</td>
<td>None</td>
</tr>
<tr>
<td>Competitor Analysis</td>
<td>None</td>
<td>None</td>
<td>Limited – Compared price of rail ticket with the cost of driving a car</td>
<td>None</td>
</tr>
<tr>
<td>Self – Analysis</td>
<td>Brand Audit of Brand Architecture; but not organisational culture</td>
<td>Staff: Primarily focused on the visual elements of the brand</td>
<td>Some workshops on perceived brand personality</td>
<td>None (not considered necessary give brand franchise tender)</td>
</tr>
</tbody>
</table>

Source: Original

5.4.7.2 Brand Identity – Core, Extended and Brand Essence

For this analysis, the following assumptions have been made regarding brand identity for Australian Railways, based on the annual report information for the year of their rebranding: Vision = Brand Essence, Mission = Core, Values (sometimes referred to as aims and objectives) = Extended. However, it should be noted that MTM being part of a privately-owned consortium does not have a dedicated annual report. Thus, MTM’s brand identity
information has been derived from the ‘MTM Customer Service Charter’ (Metro Trains 2013). The analysis of brand identity – core, extended and brand essence is depicted in Table 5.16 below:

**Table 5.16: Brand identity – core, extended and brand essence**

<table>
<thead>
<tr>
<th>Analysis</th>
<th>Aurizon</th>
<th>Sydney Trains</th>
<th>V/Line</th>
<th>MTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>To be a world leading transport business, to partner with customers for growth and to double the value of the Company every five years, while becoming the safest transport company in the world.</td>
<td>Sydney Trains aims to contribute to the success of transport in NSW by running effective and efficient rail services that exceed its customers’ expectations, support growth and contribute to the broader community and the economy.</td>
<td>To deliver safe, reliable, accessible and sustainable passenger and freight transport services. By doing this, we provide value for our customers, community and the V/Line team.</td>
<td>Safety, efficiency, reliability and customer service and satisfaction.</td>
</tr>
</tbody>
</table>
| Extended     | Safety – Safety of ourselves and others is our number one priority.  
Integrity – We are honest and fair and conduct business with the highest ethical standards.  
Leadership, Passion & Courage – We are passionate about leading change. We deliver results with energy and conviction. 
World Class Performance – We deliver world class performance and superior value for our shareholders, customers and staff. | Safety – create and foster an environment that improves safety  
Customer – improve customer experience by focusing on its customers, making the network more accessible to all and running the trains on time  
People – create an effective and accountable workplace culture  
Business – implement efficiencies across Sydney Trains  
Maintaining our assets – improve the reliability of the network’s assets  
Environment and community – attract more customers and develop an environment and sustainability strategy that adds value to the business. | Put our customers first  
• Be honest  
• Take responsibility  
• Strive for excellence and  
• Treat people and the environment with respect  
With safety being paramount in all we do. | Clean, comfortable, safe and punctual rail travel 
Clear signage and increasing levels of real-time information updates  
Proactive plans and actions to ensure your safety  
We will bring stations to life for everyone, everyday  
We actively encourage feedback, listen to customer views and act on them  
We collaborate with other public transport operators to deliver seamless tram, bus and train service links  
Regular sweeping and cleaning of stations and convenience facilities  
Reconfigured train carriages to make peak travel more comfortable  
We stand behind our promises. |
### 5.4.7.3 Brand as Product, Organisation, Person and Symbol

This section discusses how Australian rail has sought to establish a brand identity through their rebranding initiatives in terms of *the brand as product* (quality/value, user experience, users, product scope, product attributes, and country of origin), *the brand as organisation* (organisational attributes, culture, organizational attributes as innovation, a drive for quality values and concern for the environment programs of the company local versus global), *the brand as person* (unique brand personality, customer/brand relationships, and *the brand as symbol* (visual imagery/metaphors and brand heritage).

#### Brand as Product

Section 4.5 identified that all organisations have a key focus on improving product delivery.

**Aurizon**

Section 4.5A1.1 revealed this is articulated by Aurizon within their Integrated Operating Plan underpinning the ‘operational transformation of Aurizon’, and in particular the company-wide called the ‘*Drive to 75*’ initiative.

**Sydney Trains**

Section 4.5A.2.1 identified that under the ‘fixing the trains’ initiative a major focus for Sydney Trains has been on improving functionality/operational efficiencies. This includes adding 1,000 additional weekly service, implementing more rolling stock, focusing on punctuality, cleaner trains, new technology mobile apps, and improved announcements. Section 4.5A.2.2 identified that another product improvement strategy has been air-conditioning a greater percent of Sydney trains.

**V/Line**

*Section 4.5A.3.1 discussed* V/Line’s major infrastructure upgrades, including 40 new VLocity trains increasing seating capacity by 5,600, and general 20 per cent fare reduction in 2007.
(Ltd 2008). In 2008 V/Line revealed that the government would fund a $4.3 billion Regional Rail Link project to substantially increase rail capacity (V/Line 2009).

**MTM**

Per John Holland 2013 Annual Report, MTM was expected to have spent $2 billion on railway infrastructure improvements by end of 2014 (John Holland 2013 p. 42).

**No Country of Origin in Product Scope**

The findings were that no rail organisations incorporated a ‘country of origin’ component within the product scope (4.7.1.2, 4.7.2.9, 4.4.1.11).

**Brand as Organisation**

The findings were that Aurizon and Sydney Trains had specific challenges to inculcating effective internal branding during their rebranding due to their significant workforce restructuring and associated court cases (4.5B.1.2, 4.5B.2.2, 4.5B.2.3). However, these changes were stated as being an essential component of their ‘transformation’ (4.2.1.1, 4.2.2.1). In contrast to the significant shredding of the workforce in these organisations, V/Line increased their workforce numbers and commented that their corporate culture had become more professional (4.5B.3.1), and they had an ongoing focus on ‘keeping country values’ (4.5B.3.3). MTM also increased workforce numbers with a key corporate culture aspiration being pride (4.5B.4.3).

**Brand as Person**

Although in most organisations senior managers related their rebranding odyssey through the metaphor of anthropomorphic agents which included both animal and human ‘biological metaphors’ (4.2.1.6, 4.2.2.5, 4.2.3.5, 4.2.4.5) no organisation had incorporated these elements into their rebranding. Additionally, no ARO was found to have a strong brand personality. It should be noted however that all organisations essentially have a goal of becoming more ‘customer centric’ (4.3.2.4, 4.3.4.9, 4.4.2.1, 4.4.3.6, 4.4.1.8, 4.4.2.11).

**Brand as Symbol**

All organisations altered their CVI brand elements. For Aurizon, this consisted of primarily as ‘revolutionary’ name change (4.3.1.6), with an ‘evolutionary’ logo and livery change (4.3.1.8). V/Line had an ‘evolutionary’ logo and livery change (4.3.3.1, 4.3.3.5), Sydney
Trains had a ‘revolutionary’ name, logo and livery change (4.3.2.6), MTM had a ‘revolutionary’ name, logo and livery change as a requirement of their franchise agreement (4.1.4.2). However, no ARO specifically incorporated heritage/brand elements into their rebranding, as discussed in the next Section (5.4.8.4).

5.4.7.4 Heritage/Nostalgic Brand Associations

Table 5.17 below summarises the cross findings of ARO sentiment to embedding nostalgic association into their brand. This analysis in based on findings from Sections 4.4.1.4, 4.4.1.10, 4.4.2.12, 4.4.3.7, 4.4.4.5. Overall the findings reveal that although some AROs are evidently proud of historical rail architectural infrastructure, interestingly, and somewhat surprisingly, there appears to be very little emphasis on invoking rail heritage associations into branding or rebranding efforts in Australian Rail, except perhaps for V/Line. The following interviewee comment sums this up:

*Very little here in Australia. You’d pick companies like in the US, the Union Pacific – prides its heritage. Brings out its old steam trains. Talks about its heritage, building on its heritage, the older drivers, all of that. We just don’t do that in Australia. We don’t tie in our heritage operations in with our current operations (Matthew).*

Table 5.17: Cross Case Analysis of Nostalgic Brand Associations in ARO Rebranding

<table>
<thead>
<tr>
<th>ARO</th>
<th>Nostalgic Brand Associations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Some managers believed Aurizon had not done enough to link their heritage to their future to engage internal and external stakeholder commitment (Joseph). There was even some suggestion that the history had in fact been revised;</td>
</tr>
<tr>
<td></td>
<td>Embedding heritage associations into the recent rebranding initiative was seen to be difficult by some; Suggestions that the past should remain in the past, and the corporation should focus on the future</td>
</tr>
<tr>
<td>Sydney</td>
<td>Although it was acknowledged that Sydney Trains has ‘some beautiful history’ and ‘phenomenal graphic history’, it appeared to be generally felt that the focus should be on the future, rather than the past.</td>
</tr>
<tr>
<td>Trains</td>
<td></td>
</tr>
<tr>
<td>V/Line</td>
<td><em>V/Line stated that…we really needed to retain that country value thing. But balance it with being contemporary and progressive and welcoming (Caroline)</em></td>
</tr>
<tr>
<td>MTM</td>
<td>Stated that whilst they respect the railway history and support the Historic Society, they do not see a need to incorporate nostalgic associations into the brand.</td>
</tr>
</tbody>
</table>

Source: Original
5.5 CERF– Implementation Cross Rail Case Studies

The discussion in Section 5.5 relates to the ‘Implementation’ phase of the CERF.

Section 5.5 informs **RQ4: What is the effect of rebranding on ARO corporate culture?**

The findings to this section were surprisingly broad and complex. Cross case issues relating to corporate culture are related in this section through both discussion, quotations from key interviewees and summative tables. Sub themes derived from data analysis within this section include: workforce diversity (Section 5.5.1), Culture cross Australian Rail (Section 5.5.2), Rebranding and Corporate Culture Changes – Employee Resistance (Section 5.5.3), Workforce Restructuring – Stifling Effectiveness of Internal Branding Initiatives (Section 5.5.4), Organisations Brand Silos Foster Lack of Communication / Collaboration (Section 5.5.5), Pride (Section 5.5.6).

The implications of the findings in this section relative to the literature is presented in Section 6.5.

Figure 5.11 below illustrates cross case findings identified within the implementation of rebranding pertaining to the influence of rebranding and impact on corporate culture:
Figure 5.11: Rebranding Implementation: Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

Source: Original
5.5 Rebranding Implementation: Corporate Culture Changes (Influence on Rebranding and Impact of Rebranding on Corporate Culture)

The themes from this section arose as a somewhat incidental component of the interview process, primarily emerging from discussions relating to Internal Branding. However, it soon became apparent that this was an important area impacting on rebranding of all AROs.

The interwoven dichotomy of enhancing corporate culture, and inculcating employee pride in an atmosphere of massive workforce restructuring stood out as an overarching issue for Aurizon and Sydney Trains.

Key Findings 5.5

i) Some ARO’s (Aurizon and Sydney Trains) undertook significant industrial relations restructuring and extensive Enterprise Agreement negotiations resulting in shedding thousands of workers during the rebranding process.

ii) The resultant workforce uncertainty affected their ability to undertake meaningful internal branding.
5.5.1 Cross Case Analysis of Workforce Diversity

A common theme across AROs is a focus on increasing workforce diversity (Sections 4.5B1.6, 4.5B2.2, 4.5B2.6, 4.5B3.4). However, there is a significant gap between stated goals and the current workforce diversity configuration of the rail industry.

I see the gender and equity and the diversity message coming across very clear in a lot of the corporate reports. Some of them having a target of 50/50 gender equity, whereas the current statistics in their organisations is about 13 to 18 per cent (Interviewer). Eleven to 13 per cent (Matthew). So obviously, there’s a lot of work to be done (Interviewer). Yeah, we are. We’ve got to change that view that we’re an old and bald, male-dominated workforce, which we are at the current time, but we have to change that (Matthew).

MTM however highlighted some interesting impediments to significantly changing the gender equity balance in the near future:

Well our goal is 50 per cent of new recruits. So the problem is we’ve got really low turnover of staff so we’re at about three per cent of turnover. So it’s not very realistic...Well it’s not realistic that we’re going to hit 50 per cent any time soon so the best that – what we aim for is 50 per cent of new recruits to be female.... I think it’s at 35 per cent or something now of new recruits are female and we’re edging that up.... What we found with bringing female drivers in for example, it’s all well and good except when they get here there’s not the facilities and there’s not the toilets and change rooms and lockers and all the other stuff that you need and the other support mechanisms and policies and procedures to make it work. So we’ve gone back to fix some of those things and we’ve now got a gender diversity person on board who’s going to help us drive some of those things (Tina).
Table 5.18 following summarises the targeted and actual female employee representation Cross AROs studied:

### Table 5.18: Annual target and actual female employee representation Cross AROs

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>QR National</td>
<td>N/A</td>
<td>11.6%</td>
<td>N/A</td>
<td>12.35%</td>
<td>N/A</td>
<td>13.23%</td>
<td>13.8%</td>
<td>30% (within 5 years)</td>
<td>14.2%</td>
<td></td>
</tr>
<tr>
<td>Aurizon</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Railcorp</td>
<td>50%</td>
<td>19.2%</td>
<td>50%</td>
<td>19.5%</td>
<td>50%</td>
<td>18.8%</td>
<td>50%</td>
<td>16.2%</td>
<td>50%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>V/Line</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTM</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>50%</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Original

5.5.2 Corporate Culture Cross Australian Rail

Some managers stated that there is a deeply embedded negative culture (can’t do) attitude endemic throughout Australian rail.

*This is a feature of the rail industry...it is an industry that is hell bent on finding ways of saying, no. Whether that be, can I use this locomotive on your rail, to can I run the longer train, to can I – the whole bent of the structure, right Cross Australia, is, the first answer is, no. It seems to be a feature of the culture of rail (Joseph).*

5.5.3 Rebranding and Corporate Culture Changes – Employee Resistance

Interestingly, one commentator strongly felt that rail rebranding was largely perceived by employees as ‘annoying’:

*I think most of them find it annoying ... They often don’t at their working level see a need to change. They’ve got to change their letterheads. They’ve got to change everything. They change uniforms, because they all wear a uniform. So I think it’s a bit of a – I have yet to see a rail company in Australia – put a little bit aside Aurizon – change their name because they want to change the whole culture within the company. I haven’t seen that at all (Matthew).*
5.5.4 Workforce Restructuring – Stifling Effectiveness of Internal Branding Initiatives

Workforce for MTM and V/Line increased following their rebranding (Sections 4.5B.3.1, 4.5B.4.1). However, Aurizon and Sydney Trains in particular underwent significant industrial relations issues and extensive Enterprise Agreement negotiations raising the ire of transport unions (Sections 4.5B.1.2, 4.5B.1.3, 4.5B.2.2). Interviewees expressed that this uncertainty impacted on their ability to undertake meaningful internal branding.

Table 5.19 following identifies the overall restructuring in AROs:

**Table 5.19: Cross Case Analysis of Workforce Restructuring Resulting from ARO Rebranding**

<table>
<thead>
<tr>
<th>ARO</th>
<th>Workforce Restructuring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>2012-13: Voluntary Redundancies = 921</td>
</tr>
<tr>
<td></td>
<td>August 2013: Voluntary Redundancies = 1,600</td>
</tr>
<tr>
<td></td>
<td>November 2015: Voluntary Redundancies = 2,251</td>
</tr>
<tr>
<td>Sydney</td>
<td>Trains</td>
</tr>
<tr>
<td>V/Line</td>
<td>2007: 31.8% workforce increase from 856 to 1,255</td>
</tr>
<tr>
<td>MTM</td>
<td>3800; we now have 4600</td>
</tr>
</tbody>
</table>

Source: Original

5.5.5 Organisations Brand Silos Foster Lack of Communication / Collaboration

All rail organisations experienced some degree of organisational or ‘brand silos’ during their rebranding process. In Aurizon, this was predominantly an interdepartmental issue where different departments had variant recollections and understandings of the rebranding processes. In V/Line there was essentially a significant difference in opinion about what a rebranding process entailed between the marketing department and management echelons. In this case V/Line marketing believed in a more comprehensive internal branding initiative, whilst it was perceived that senior management was predominantly focused purely on the cosmetic rebranding changes. Even though V/Line corporate culture is perceived to be generally positive, with a customer centric orientation, the lingering ‘silo’ phenomenon remains:

*It’s a tough one. The corporate culture here is, we’ve gone through at the moment, we’re actually going through a restructure. So we’re going through what’s called the corporate transformation. So*
Chapter 5 – Presentation of Findings – Within Case Analysis

it’s changed a lot. The corporate culture has changed a lot with the new CEO starting 18 months ago to become a lot more customer centric, a lot more accountability. Overall, it’s, we’re trying to work more together Cross the various functions but I think that’s always the challenge in a bigger corporation like V/Line where it’s quite, it can get quite siloed (Caroline).

For both Sydney Trains and MTM, potential dissonance was between the controlling government transport agencies and the rail operators. For Sydney Trains, the majority of rebranding and subsequent advertising was instituted by the department of New South Wales transport, creating feelings of a loss of contribution/ownership/control by the Sydney Trains marketing / branding department. In the case of MTM, the initial rebranding concept had occurred because of the requirements of the tender process. Initially then there was a feeling of control by MTM management, however all Intellectual Property (as per the terms of the tender documents) transferred to PTV. Subsequently there appeared to be a perception that PTV was taking increasing control of ongoing branding and advertising decisions. It was also a point of interest that PTV were using the distinctive diamond shaped livery initially developed by MTM during the brand tender process, to roll out Cross the intermodal network (in their respective intermodal designated colours).

5.5.6 Pride

Enhancing employee pride was seen to be a desired inclusion in a positive corporate culture by many AROs (Sections 4.5B.2.5, 4.5B.4.3). Table 5.20 below identifies different perspectives of pride Cross AROs:

Table 5.20: Perception of Actual or Desired Pride Cross AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Pride</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Interviewees identified that despite inherent pride in long term employees, little had been done to inculcate pride during the rebranding (Joseph)</td>
</tr>
</tbody>
</table>
| Sydney Trains | Barbeque Test:  
The litmus test of whether employees felt pride in the organisation was quaintly expressed by one Sydney Trains interviewee as the 'barbeque test'; essentially a feeling that employee would be proud to tell their friends and associates at a barbeque that they work for Sydney Trains (Janine)  
There was also a belief that wearing the new uniforms may instil a sense of pride in employees (Janine) |
| MTM       | MTM identified that pride is a central component that they seek to inculcate into their employees, and interestingly used the same phrase as Sydney Trains to determine if employees had pride in their organisation, namely 'the barbeque test’. The interviewee believed that many employees were happier and more proud to say where they work now due to the rebranding efforts.  
The MTM interviewee also pointed to the fact that the concept of pride is embedded into their vision; ‘Our vision is ‘a proud railway for everyone, everyday’ (Melbourne 2014, p. 2). |

Source: Original
Key Findings regarding RQ4

All AROs have a stated commitment to workplace diversity, however there is a wide disparity between gender employment.

There was reported employee resistance to rebranding.

Significant industrial relations issues and extensive Enterprise Agreement negotiations generated union opposition and negatively impacted on AROs ability to undertake meaningful internal branding.

Organisational Brand silos stifle effective collaboration.

‘Pride’ is a corporate culture attribute that is universally highly sought after by AROs.

5.6 CERF – Evaluation: Cross Rail Case Studies

The discussion in Section 5.6 relates to the ‘Evaluation’ phase of the CERF.

This Section (5.6) focuses on how AROs measure their rebranding success (or non-success). The discussion in this section is therefore aligned to RQ5: How is a) Financial brand equity and b) CBBE brand equity captured by AROs and how is it measured to evaluate rebranding success?

To answer research question 2, cross case findings are presented that identify AROs use (or non-use) of methods to measure changes to both financial brand equity, and customer based brand equity. To this end, the section is structured as follows: Measuring changes to financial brand equity (Section 5.6.1) and Measuring customer based brand equity (Section 5.6.2).

The implications of the findings in this section relative to the literature is presented in Section 6.6.

Figure 5.12 below depicts cross case findings pertaining to the evaluation phase of the CERF and RQ 5.
Figure 5.12: CERF – Evaluation

Source: Original

The following section identifies how AROs measure potential changes to financial brand equity as well as customer based brand equity.
5.6.1 Cross case analysis of Measuring Financial Brand Equity

The within case analysis made it clear that no ARO has a specifically defined process, or a robust set of metrics to measuring changes to financial brand equity (Sections 4.6A.1.1, 4.6A.2.1, 4.6A.3.1, 4.6A.4.1). Table 5.21 following summarises key quotations from ARO interviewees attesting to this.

Table 5.21: Measuring Changes to Financial Brand Equity Cross AROs

<table>
<thead>
<tr>
<th>ARO</th>
<th>Measuring Financial Brand Equity</th>
</tr>
</thead>
</table>
| Aurizon   | I don’t think so. I don’t think there’s a lot of analysis on that (Courtney)  
            | Yeah, I’m not sure if they have (Ben)                                                                                                                          |
| Sydney Trains | How you relate that to the brand, that’s a bit of a scientific process, which we haven’t done...But yeah, we should probably do some of that (Susan) |
| V/Line    | the people who led this project, their vision was certainly, was to put a financial value on the brand. But that wasn’t supported (Caroline)  
            | But we don’t have that dollar value attached to the equity of the brand (Caroline)                                                                            |
| MTM       | That’s difficult (Tony)  
            | We don’t put a dollar value on it because we don’t own the brand (Tina)                                                                                       |

Source: Original

Key Finding regarding RQ5(a)

No rail organisation has a structured, robust mechanism in place to specifically isolate and measure the financial impact of the rebranding process (i.e. financial brand equity), or changes to financial brand equity created by ongoing marketing efforts.
5.6.2 Measuring Customer Based Brand Equity Cross Rail Organisations

*Sydney Trains* and *MTM*

Ostensibly it would appear that some AROs assiduously track changes to CBBE. For example, both Sydney Trains and MTM are members of the ‘International Suburban Rail Benchmarking Group’ (ISBeRG) (Sections 4.6B.2.2, 4.6B.4.2). ‘ISBeRG is an international benchmarking group for suburban rail operators. ISBeRG’s principal aim is to identify and share best practices in a confidential environment’ (ISBeRG, 2015). The international members of ISBeRG are illustrated in the diagram below:

![Figure 5.13: Members of International Suburban Rail Benchmarking Group’ (ISBeRG)](source)

Source: (Iseberg 2015)
Unfortunately, as identified above, benchmarking practices are confidential and benchmarking information on their website is locked to be accessed by members only via restricted passwords. Interestingly Sydney Trains only comparative report provided on the Transport for NSW website (http://www.transport.nsw.gov.au/) website seems to be from 2011, providing comparative information for City Rail several years before the organisation was rebranded to Sydney Trains.

Additionally, the Sydney Trains website (http://www.sydneytrains.info/) has an archived 2007 article citing RailCorp CEO Vince Graham championing the importance of ongoing international benchmarking (Transport 2007). However, although the Sydney Trains website does provide reports of Sydney Trains performance, in particular on time performance targets and peak-service punctuality reports, it does not seem to provide any linkage to ISBeRG’s International benchmarking reports.

Therefore, given the fact that neither Sydney Trains or MTM make their results in the ISBeRG’s International benchmarking reports publicly available, it is difficult to ascertain how comprehensively these reports track CBBE, and more importantly what changes these AROs may make in relation to their relative benchmarked rankings.

**PTV – V/Line and MTM**

Section 9 of the amended and restated Franchise Agreement between Public Transport Victoria (PTV) and V/Line Pty Ltd covers elements subsumed under the heading of ‘Market Intelligence Services’. Section 9.2 requires PTV to capture information relating to customer attitudes and trends on a ‘regular basis’ as follows (Victoria 2012a, p. 268):

9.2 Customer attitudes and trends

(a) *PTV must monitor on a regular basis, using specialist market research agencies or surveys managed by PTV, the attitudes and trends in attitudes of public transport customers and potential public transport customers in respect of the Public Transport Network.*

(b) *Without limiting the type of activities that PTV must undertake in accordance with paragraph (a), PTV must have access to, or maintain, an electronic customer panel, or such other survey mechanism that will allow it to obtain representative information, attitudes and opinions from customers at short notice, as required.*
(c) PTV must provide a quarterly Market Intelligence Report to the Franchisee no later than 6 weeks after the end of each Quarter

It is however clear that all AROs have instituted some processes to track changes to their performance and general customer satisfaction. How deeply these processes measure all aspects of CBBE brand equity however is unclear, and ascertaining this is exacerbated as some of the measures were deemed to be ‘commercial in confidence’ and thus not made available to the researcher. The implications of the measures are discussed in Section 6.6.2.

Table 5.22 below summarises the dominant brand measurement processes utilised by AROs together with some interviewee comments:

<table>
<thead>
<tr>
<th>ARO</th>
<th>Processes to measure CBE</th>
</tr>
</thead>
</table>
| Aurizon   | I don’t think so. I don’t think there’s a lot of analysis on that (Courtney).  
           | Yeah I’m not sure if they have (Ben).                                                                                                                     |
| Sydney Trains | How you relate that to the brand, that’s a bit of a scientific process, which we haven’t done...But yeah, we should probably do some of that (Susan) |
| V/Line    | the people who led this project, their vision was certainly, was to put a financial value on the brand. But that wasn’t supported (Caroline)  
           | But we don’t have that dollar value attached to the equity of the brand (Caroline)                                                                    |
| MTM       | That’s difficult (Tony)                                                                                                                                   |   
           | We don’t put a dollar value on it because we don’t own the brand (Tina)                                                                              |

Source: Original

**Key Finding regarding RQ5(b)**

Although AROs have regular customer satisfaction surveys, it does not appear that any ARO captures and measures CBBE along all the dimensions identified in Keller’s CBBE model (Section 2.5.3), or Aaker’s Brand Equity Model (Section 2.5.4).
5.7 Cross Case Analysis of Ongoing Brand Management Issues Following Rebranding

The discussion in Section 5.7 relates to the ‘Ongoing Brand Management’ phase of the CERF.

The qualitative, exploratory research elicited deep data that erupted into a host of ongoing branding issues post rebranding. The ongoing brand management issues facing each organisation were discussed throughout Section 4.7. This section therefore provides cross case findings of ongoing brand management issues that arise after rail organisations have completed their rebranding implementation and aligns to RQ6: What issues do AROs face following rebranding.

The ongoing brand management issues discussed in this section are as follows: Brand Management – An Unfinished Journey (Section 5.7.1), Small / No Marketing Teams (Section 5.7.2), Political Influence – Branding elements organised externally by Government (Section 5.7.3), Sustainability Issues (Section 5.7.4), Graffiti (Section 5.7.5), Co-Branding – Livery Advertising (Section 5.7.6), Current Branding – Future Branding Strategy (Section 5.7.7), Technology – Use of Apps (Section 5.7.8), Synthesis of Ongoing Brand Management Issues (Section 5.7.9).

The implications of the findings in this section relative to the literature is presented in Section 6.7.

5.7.1 Brand Management – An Unfinished Journey

Some managers within most AROs essentially stated they felt that the ongoing brand management had significant challenges for several reasons, chief of which was the diminished nature of the marketing team. Table 5.23 below provides selected quotations and summation of extracts that summarises the key issues from Chapter 4.7:

Table 5.23: Brand Management – An Unfinished Journey

<table>
<thead>
<tr>
<th>ARO</th>
<th>Brand Management Issues</th>
</tr>
</thead>
</table>
| Aurizon| Small Marketing Team<br>
*The branding team responsible for internal branding was almost wholly dismissed (Matthew)*<br>
*I had a small team – they’ve gone now (Luke)*<br>
*We had to drop numbers and unfortunately they’re not with us anymore (Luke)*<br>
Sustainability |
We’re 10 or 15 years behind in sustainability to other ASX listed companies (Courtney).

It’s one of the gaps in the business and what do we need to work through (Courtney).

Country of Origin

No clear ‘country of origin’ branding strategy.

Current Branding Strategy Non Existent / Future Branding Strategy Unclear

Well it [Aurizon] doesn’t have a current branding strategy ... what is our business moving forward? ... the work hasn’t been done saying where is the brand in 20 years? (Courtney)

That’s a really good question... the brand needs to in some ways evolve as well to actually help give clarity of where it’s heading (Ben)

Social Media; Technology – Use of apps

Active on LinkedIn, Twitter and Social Media blogs

Sydney Trains

Small Marketing Team

We haven’t got a marketing team here (Janine)

Your head of marketing, your brand manager... would be motoring (Janine)

Political Influence – Branding elements organised externally by Government

There was a bit of confusion our end (Janine)

There needs to be one brand owner and you drive it and it’s up to you to make it work (Janine)

We’ve got some work to do with Transport to encourage them to let us off the reins a bit and let us all use our experience to do some stuff (Janine)

Sustainability

The benefits of using public transport...could be better integrated than it is here (Janine).

Graffiti

11,000 graffiti and vandalism incidents on Sydney Trains in 2014, costing $34 million.

Graffiti wrecks consumer perceptions of security, safety and reassurance

We haven’t even got a proper strategy for cleaning the graffiti on the side of the railway lines yet... No world-class operator would allow that high level of graffiti (Janine)

Use of spaniels, German shepherds, CCTV, ‘mousetrap’ graffiti sniffing technology, liaison with Police

Transport Command

Co- branding livery advertising

The Transport Minister announced that advertising contracts are expected to double the revenue Sydney Trains receives through advertising to at least $100 million over five years

Future Branding Strategy
**First six months is about the lick of paint kind of stuff… I think we’re still at the start of the engagement thing. I think we’ve got people who feel it’s a bit superficial… Some of the things we are told announce is a bit politically driven… Keep Sydney Moving…that’s our vision now (Janine)**

**Growing Off Peak Patronage**

*Potential ways of generating revenue. Primarily, growing off peak patronage on trains… Promote ourselves a bit better to the non-user (Janine).*

**Car Parking**

*The other big revenue stream is car-parking (at railway stations) (Janine)*

**Air Rail Link**

*Most of the premium rail services in the UK that come out of airports are specific to the airport. So you can have multilingual announcements et cetera, et cetera. The airport services here are run as part of our normal services. So there is people getting on the train with loads of tired commuters and all of that… So just think about what our key touch points are with people arriving in Australia and all that (Janine).*

**Technology – Use of apps**

*They’re organisational apps (Stephanie). So, to streamline processes (Donna).*

<table>
<thead>
<tr>
<th><strong>V/Line</strong></th>
<th><strong>Marketing Team Size</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>V/Line did not identify that their marketing team was particularly small, or undersized, but did point out that most of the people involved in the 2007 rebrand had since moved on.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Political Influence – Branding elements organised externally by Government</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>PTV practically becomes the hero brand and V/Line the supporting brand (Caroline)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>The PTV’s vision is to be the one-stop-shop for all public transport in Victoria (Caroline).</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Future Branding Strategy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>It’s a logical continuation of the rebrand strategy… We really needed to give people a reason to go out to regional Victoria… So we developed an outbound strategy (Caroline)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Graffiti</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graffiti costs $400,000 annually,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Dedicated Canine Security Unit</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Co-Branding – Livery Advertising</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Engaged in livery advertising, quite selective in their choice of co-branding, mainly marketing partnerships.</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Technology – Use of apps</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Not highlighted as a priority during interviews</strong></th>
</tr>
</thead>
</table>

| **MTM** | **Small Marketing Team** |
|-----------------------------|

<table>
<thead>
<tr>
<th><strong>Yeah so all of the marketing really is done by PTV and we have a very low marketing budget (Tina).</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Political Influence – Branding elements organised externally by Government</strong></th>
</tr>
</thead>
</table>
All of the marketing really is done by PTV… PTV are certainly more controlling than they had been (Tina).

Graffiti

1078 graffiti strikes on Melbourne trains in 2014

Vandalised Trains immediately taken out of service to be cleaned

Trains refurbished with anti-graffiti coating to the wall panels, brighter lighting has been installed

Call for much tougher penalties for captured graffiti train vandals, including jail time

Co-Branding – Livery Advertising

Contrary to Sydney Trains, believe livery advertising revenue is limited; I’d be very surprised if Sydney could get $50 million out of it because we get nothing like that. The trouble with trains is that it’s a really – it’s a high cost of production and labour to put it on and take it off. It’s a lot of rolling stock (Tina).

Train Surfing

High priority focus on safety issues are perennial, however the phenomenon of train surfing has added a new dimension to train safety considerations.

Using Factual Data

MTM stated that a key point of difference between their operations and previous rail operators (i.e. Connex) is that they use factual data rather than anecdotal evidence to make our decisions

Managing the media to control stakeholder perceptions

MTM also identified that a critical facet in their ongoing branding has been developing the capacity to manage the media.

Source: Original

5.7.2 Small / No Marketing Teams

Most AROs (except for V/Line) identified that they had small / no marketing teams (Sections 4.7.1.1, 4.7.2.1, 4.7.3.1, 4.7.4.1). It would appear in some cases (Aurizon) that most marketing teams were put in place purely for the rebranding exercise, and dismissed shortly thereafter.

5.7.3 Political Influence – Branding elements organised externally by Government

Sections 4.7.3.2 and 4.7.4.2 recorded that interviewees identified both MTM and V/Line marketing is controlled by PTV, in accordance with the relevant provisions of their Franchise
agreements. The Franchise Agreement between Public Transport Victoria and V/Line Pty Ltd (Victoria 2012b, p. 253), (schedule 26, clause 7.1) specifies this:

PTV is responsible for the State-wide marketing of the Train, Tram, V/Line and Bus Services across the Public Transport Network in the following areas:

(i) promotion of the use of the integrated Public Transport Network;

(ii) fares and ticketing;

(iii) fare compliance;

(iv) passenger travel etiquette;

(v) integration of the Public Transport Network or issues common across modes;

(vi) passenger information, including timetable changes;

(vii) special events; and

(viii) the environmental and social impact and benefits of public transport.

(b) PTV must:

(i) coordinate media monitoring, including media analysis, on behalf of the Victorian Public Transport Operators, or by agreement with (d) The Franchisee acknowledges that it is PTV’s role to perform the Marketing Services.

(e) When performing the Marketing Services, PTV must do so in a manner that is consistent with applicable Victorian government advertising, marketing and sponsorship policies.

This appears to be a policy that has been in place since the inception of the Victorian train franchise system. Certainly, Metlink, PTV’s predecessor, also had the responsibility/control of marketing Victoria’s transport assets as evidenced in the following quotation, ‘The responsibility for the marketing of the public transport system is shared between Metlink and the Franchisees. Metlink is responsible for delivering all network marketing effort as well as all other mass media marketing’ (Transport 2008, p. 27).
The rationale for this control, is: ‘This is to ensure there is a commonality of tone and message in the public sphere, as well as a clear unifying voice on network issues’ (Transport 2008, p. 27).

Further, Section 4.7.2.3. identified that for Sydney Trains marketing is principally undertaken by TfNSW with little autonomy provided to Sydney Trains managers. Therefore, there is considerable ongoing government intervention / control of marketing and branding in AROs.

5.7.4 Sustainability Issues
Aurizon identified that their sustainability planning / initiatives was lagging behind ASX companies and represented a gap in their business (4.7.1.2.). Additionally, Sydney Trains believes that their sustainability message could be better integrated, particularly with encouraging more commuters to use rail transport as an alternative to using cars (4.7.2.2.).

5.7.5 Graffiti
Whilst graffiti is an issue cross all AROs, it is particularly relevant for MTM and Sydney Trains (Sections 4.7.2.4, 4.7.4.2). In this regard, it is pertinent to note that whilst MTM had 1,078 recorded instances of graffiti in 2014 (Carey 2015), Sydney Trains had approximately 11,000 graffiti and vandal occurrences during the same time (Wainwright 2015). This evidently indicates that graffiti is a much bigger problem for Sydney Trains. This may explain why whilst MTM appear to have focused primarily on ‘after care’, Sydney Trains focus is on prevention. MTM’s main strategies are to take graffiti riddled trains out of service as soon as possible to repaint, and refurbish with graffiti retardant lining inside trains, Sydney Trains has instituted sniffer and vandal apprehending dogs, as well as innovative technologies such as the ‘mousetrap’.

5.7.6 Co-Branding – Livery Advertising
The issue of using cobranding and advertising on train livery was raised for 3 AROs (Sections 4.7.2.5, 4.7.3.4, 4.7.4.5), but not for Aurizon. A summation of the sentiment to cobranding is highlighted in Table 5.24 below:

<table>
<thead>
<tr>
<th>ARO</th>
<th>Co-Branding / Livery Advertising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Not discussed in interviews</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Livery advertising, were projected by Minister for Transport Gladys Berejiklian to generate $100 million over five years</td>
</tr>
</tbody>
</table>
Chapter 5 – Presentation of Findings – Within Case Analysis

Prudence in co-branding was recommended by some, particularly given the newness of the brand. Others felt the organisation was not commercial enough and should aggressively pursue opportunities, particularly within ‘destination’ stations.

V/Line

Have been very selective of co-branding partners and have been cautious about commercialising train wraps.

Their focus has been on established marketing partnerships.

Existing guidelines prohibit advertising alcohol, tobacco, gambling or services deemed to be competitors.

Deakin University was approved to advertise their rebranding ‘Deakin Worldly’ message (Depart Smart. Return Worldly.) on V/Line train livery.

Then we also use it for our own purposes like The Guilt Trip, where we were the only brand. It’s been successful. We’ve done some research on the recall of the train wraps. It’s been really good because we’ve been quite restrictive in terms of third party advertising by train wraps. It’s not something that we’re promoting at the moment. It definitely could become a source of revenue for the company (Caroline).

MTM

MTM considered Sydney Trains revenue projections to be unrealistic.

They identified the high production and labour costs to append and dislodge livery advertising on rolling stock.

The anti-graffiti film increases advertising production expense to almost double the cost.

They believed the costs were prohibitive for the potential audience.

On-board advertising; advertising revenue from train stations was believed to be more valuable.

Overseas countries with higher commuter numbers (e.g. Hong Kong) were identified as being better positioned to generate revenue from advertising.

PTV

Actively pursued ‘cause marketing’ opportunities on side of transportation fleet.

Co-brand on safety.

Co-branded no smoking campaign.

Source: Original

5.7.7 Current Branding – Future Branding Strategy

An innocent question in semi structured interviews was: What is your organisations current and future branding strategy? (Interview Guide: Appendix 4). The responses are identified in the within case analysis (Sections 4.7.1.4, 4.7.2.6, 4.7.3.4, 4.7.4.6).

The cross-case findings of interviewees responses about their organisations current and future branding strategies are summarised in Table 5.25 below. Of particular importance is that ARO’s generally do not appear to have a clear future rebranding strategy.
Table 5.25: Current and Future Branding Strategies

<table>
<thead>
<tr>
<th>ARO</th>
<th>AROs’ Current &amp; Future Branding Strategy</th>
</tr>
</thead>
</table>
| *Aurizon* | Well it [*Aurizon*] doesn’t have a current branding strategy. So, that’s the gap (Courtney)  
That’s a really good question (Ben)  
We’re improving our technology, we’re improving our efficiencies, we’re getting lean, we’re getting mean... but in our brand, we don’t really have that in our essence. So, we don’t have brand essence (Courtney)  
What is our business strategy or our diversification strategy... what is our business moving forward (Courtney)?  
But really the work hasn’t been done saying where is the brand in 20 years (Courtney)  
The brand needs to evolve and give clarity of where it’s heading (Ben)  
A good question. Right at the moment, now what we need to do is start filling in the gaps (Luke)  
To be honest, not that employees aren’t a key stakeholder. They are a key stakeholder, because you want them to be those brand ambassadors and talk positively about the company (Luke) |
| *Sydney Trains* | The first six months is about the lick of paint kind of stuff (Janine)  
Get your staff on board and give them the tools to do the job. One of which is a smart new uniform (Janine)  
I think we’re still at the start of the engagement thing. I think we’ve got people who feel it’s a bit superficial (Janine)  
Some of the things we are told announce is a bit politically driven (Janine)  
Keep Sydney Moving...that’s our vision now (Janine)  
The transport Hop... the overarching brand... we’ve produced guides for each of the service modes (Susan)  
What is more important is the brand ambassador idea (Susan) |
| *V/Line* | Yeah. It’s a logical continuation of the rebrand strategy... we needed to attract Melbourne audiences... give people a reason to go out to regional Victoria... So we developed what we call an outbound strategy (Caroline) |
| *MTM* | Dumb Ways to Die – that kind of positions our brand (Tina)  
We took the time to gather the data and made our decisions based on that data and we continue to use data (Tina) |

Source: Original
5.7.8 Technology – Use of Apps

The research identified that most AROs are embracing technology to enhance customer convenience / experience as well as to improve operational functionality (Sections 4.7.1.5, 4.7.2.10, 4.7.3.6, 4.7.4.10). This ‘innovative technology’ included the use of apps for smart phones and smart tablet devices. Section 4.7.2.5 identified that MTM has a smart phone-optimised website to provide live information on train punctuality, as well as having all timetables, journey planning information and network maps available on their website (Metro Trains 2014, p.11).

Indeed, within their Accessibility Plan, MTM state that they are leveraging social media tools and smart devices as much as possible to improve customer’s experience (Metro Trains 2013).

Figure 5.14: PTV promotion of mobile apps for Victorian transportation modalities

Source: Victoria (2016)
Additionally, Section 4.5A.2.1, identified Transport Minister Gladys Berejiklian statements on Sydney Trains improved customer service included reference to mobile apps (Trains, TS 2014, p. 1). In fact, Sydney Trains now has a sizable stable of apps to improve operational functionality and enhance customer service, as depicted in Figure 5.15 below:

**Figure 5.15: Sydney Trains Operational and Customer Service Apps**

Source: (Informa 2015)
### 5.7.9 Synthesis of Ongoing Brand Management Issues

Table 5.26 below synthesises the ongoing brand management issues discussed in this Section (5.7).

**Table 5.26: Synthesis of Ongoing Brand Management Issues**

<table>
<thead>
<tr>
<th></th>
<th>Aurizon</th>
<th>Sydney Trains</th>
<th>V/Line</th>
<th>MTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small / No Marketing Team</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Political Influence – Branding elements organised externally by Government</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sustainability Issues</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Graffiti</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>No clear ‘country of origin’ branding</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Co-branding / livery advertising</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Current Branding Strategy Non Existent</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Branding Strategy Unclear</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Technology – Use of Apps</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Source: Original
Chapter 5 – Presentation of Findings – Within Case Analysis

**Key Finding regarding RQ6**

AROs face a myriad of ongoing brand management issues post rebranding. Most AROs have a modest marketing team, with marketing efforts overseen (controlled) by government transport agencies.

Although some ARO’s are incorporating sustainability measures into their operations, there is a recognition that some AROs do not have a sustainability plan that is ‘world class’. Also few ARO’s have embedded sustainability messages into their branding communication.

Graffiti is a perennial and costly issue with ARO’s seeking and introducing innovative measures including graffiti ‘dog sniffers’.

ARO’s have mixed opinions on whether to engage in co-branded livery and how to manage this co branding.

Many ARO managers have a surprising lack of clarity of what their organisations future branding strategy is.

Technology is providing AROs with unprecedented opportunities to provide customer information through the use of apps.

Chapter 5 has provided a ‘cross case’ analysis of the ‘within case’ findings presented in Chapter 4. These 2 chapters have comprehensively addressed the research problem identified in Section 1.2, essentially the drivers, processes and impacts on brand equity of Australian rail organisations.

The final chapter of this thesis, Chapter 6, interprets the findings regarding seminal and topical branding and rebranding literature and models. Chapter 6 also discusses implications for theory and implications for policy and practice, presents the ‘Expanded Corporate Rebranding Framework’ and provides final conclusions.
CHAPTER 6.0 Discussion & Interpretation of Findings

This final chapter provides an interpretation and discusses implications of the key findings identified in Chapter 4 (Within Case Analysis) and Chapter 5 (Cross Case Analysis). Findings are interpreted and synthesised to provide a conclusion to answer the overarching research problem identified in Section 1.2. Essentially, why AROs rebrand, how they rebrand, and the outcomes of their rebranding.

This chapter considers the posited conceptual theoretical framework (CERF) developed and presented in Chapter 2, Section 2.7.2, in view of the findings. This culminates in the presentation of an augmented and extended Corporate Rebranding Framework, the ‘Expanded Corporate Rebranding Framework’ (ECRF). This chapter also addresses limitations, highlights areas for future research and provides final conclusions.

Below is an outline of the structure of Chapter 6. Each section corresponds to a CERF phase (Figure 2.21), within which identified ‘parent’ themes are discussed. Additionally, each CERF phase aligns to corresponding research questions:

<table>
<thead>
<tr>
<th>CERF Phase</th>
<th>‘Parent Themes’</th>
<th>Research Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERF – Analysis</td>
<td>IPO Government / Political Influence</td>
<td>RQ1 (a): What are the rebranding a) factors underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>Rebranding Factors (6.1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rebranding Goals (6.2 A)</td>
<td>Safety World Class Best Practice Transformation</td>
<td>RQ 1 (b): What are the rebranding b) goals underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>Rebranding Processes (6.2 B)</td>
<td></td>
<td>RQ 1 (c): What are the rebranding c) processes underpinning rebranding decisions in Australian Rail Organisations?</td>
</tr>
<tr>
<td>CERF – Planning / Implementation (6.3 A): Name</td>
<td>Name Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name?</td>
</tr>
<tr>
<td>(6.3 B): Logo</td>
<td>Logo Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used b) logo?</td>
</tr>
<tr>
<td>(6.3 C): Livery</td>
<td>Livery Formulations / Analysis Situation Analysis</td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used c) livery?</td>
</tr>
</tbody>
</table>
This chapter also presents:

<table>
<thead>
<tr>
<th>Section No.</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.8</td>
<td>Expanded Corporate Rebranding Framework (ECRF)</td>
</tr>
<tr>
<td>6.9</td>
<td>Limitations of Research</td>
</tr>
<tr>
<td>6.10</td>
<td>Areas for Future Research</td>
</tr>
<tr>
<td>6.11</td>
<td>Conclusion</td>
</tr>
</tbody>
</table>

The discussion in this section refers to the specific sections of Chapters 4 & 5 within which findings were presented. Lastly, each section concludes with a discussion of the implications for theory and the implications for policy and practice.

Some additional literature has been introduced in this section that was not covered in the initial literature review (Chapter 2). This additional literature is included to provide context to findings that arose from this thesis research that were not anticipated during the initial
literature review construction. This approach is vindicated by the advice of qualitative research scholars. Specifically, the introduction of literature both before and after data collection and data analysis is deemed appropriate in both narrative and case study research (& Volpe 2012, p. 105):

An initial review is conducted after the development of the research question to shape the direction of the study, and the literature also is reviewed on an ongoing basis throughout the study to compare and contrast with the data that have emerged and the study’s conceptual framework.

6.1 Rebranding Factors

RQ1 a) What are the rebranding factors underpinning rebranding decisions in AROs?

6.1.1 AROs’ Rebranding Factors

As discussed in Section 2.3.1.1, Muzellec et al. (2006) categorised four general factors (they also refer to as ‘drivers’) of rebranding: a change in ownership structure, a change in corporate strategy, a change in competitive position, and a change in the external environment. The authors also stated that the change in ownership structure ‘appears to be the most frequent cause of rebranding as well as the most compelling reason for it’ (p. 34).

Section 5.1 provides a cross case analysis of the rebranding factors in ARO’s. Table 5.1 compared the ARO rebranding factors as they related to the ‘model of the rebranding process’ four broad categories (Muzellec and Lambkin’s 2006).

This section provides the interpretation of these findings in Section 6.1.1 (AROs’ Rebranding Factors) and provides implications for theory (Section 6.1.2), followed by implications for policy & practice (Section 6.1.3).

The overall findings were that although ARO rebranding factors could be aligned in a broad sense to the rebranding factor categories, there is a unique rebranding factor evident in all AROs. Specifically, this common rebranding factor is government influence and control that reveals itself in diverse forms (Section 5.1, Table 5.1). Thus, the dominant rebranding factors pertaining to each organisation are political factors. The findings make it evident that
Australian Rail rebranding decisions are directly influenced or directed by politics in Australia, although the conduit through which this influence acts varies dependent on the organisational structure. These include: government to privatisation (Aurizon) (Section 4.1.1.1), government to government (Sydney Trains) (Section 4.1.2.1), government to government through a franchise agreement (V/Line) (Section 4.1.3.2), and government to private enterprise through a franchise agreement (MTM) (Section 4.1.4.1).

Although other countries also have a degree of government intervention, such as privatisation of rail in Britain, and government – private enterprise franchises in the UK, the legacy of Australian federalism has generated a multiplicity of government intervention / forms in rail in Australia that appear to be a unique phenomenon in the global context.

Although many elements of Australian rail rebranding factors identified in this research fit broadly within the rebranding factors element of the ‘Model of the Rebranding Process’ (Muzellec & Lambkin 2006), political intervention or influence has been found to be a potent rebranding driver for Australian Rail, regardless of which business structure AROs morph into. This finding therefore extends the parameters of the Muzellec and Lambkin’s ‘Model of the Rebranding Process’.

6.1.2 Implications for Theory

Extend Rebranding factors element of the ‘Model of the Rebranding Process’ to include ‘Political Influence’.

It is argued that the potency and specificity of government driven rebranding does not neatly fit within the current corporate rebranding model and should be included as an additional element. More specifically, whilst many Australian rebranding factors are broadly encapsulated within the ‘external environment’ (e.g. legal obligation) rebranding factor, this category is too broad to adequately capture the nuanced effect of politically driven rebranding drivers and thus a separate rebranding factor (politically driven) distinct from the four rebranding factors created by Muzellec and Lambkin (2006) is warranted.

It is therefore posited here that the commonality of politics running through Australian Rail provides a unique extension to the rebranding factor in the ‘Model of the Rebranding Process’ that may possibly also be generalisable to other transportation and rebranding domains. The ‘politically driven’ rebranding factor in Australian rail is therefore a tangible finding that extends the ‘Model of the Rebranding Process’ rebranding factor categories. It is
thus recommended that the parameters of the ‘Model of the Rebranding Process’ (Muzellec & Lambkin 2006) are extended to include a fifth element (political influence) as highlighted in purple below:

![Diagram of Rebranding Factors](image)

**Figure 6.1: Recommended Extension of ‘Model of Rebranding Process’ Factors to Include ‘Political Influence’**

Source: Original (Adapted from Muzellec and Lambkin (2006, p. 820).

Note: Factors identified in grey above are components in the original model, whilst the purple ‘political influence’ component is the recommended extension.
6.1.3 Implications for Policy and Practice

Decision makers at all levels of Australian Rail therefore need to be acutely aware of the overarching and lingering influence of Australian politics in influencing and informing rebranding catalysts and decisions in Australian Rail.

Additionally, this research has identified a multitude of driving factors for Australian Rail rebranding which can be summarised as ‘8 forces of Australian Rail Rebranding’ pictorially represented in Figure 6.2 below:

Figure 6.2: ‘8 forces of Australian Rail Rebranding’
Source: Original
Chapter 6 – Discussion and Interpretation of Findings

6.2A Rebranding Goals

This Section discusses the implications of cross case findings presented in Section 5.2 relating to RQ1(b) goals underpinning rebranding decisions in Australian Rail Organisations?

As discussed in Section 2.3.1.2, Muzellec et al. (2006) identified that a corporation’s ‘rebranding goals’ are usually orientated towards modifying the image to create a new identity, or creating an entirely new image. This section therefore discusses the second component of the ‘Model of the Rebranding Process’ (i.e. rebranding goals) identified in Section 4.2A & Section 5.2A (Muzellec & Lambkin 2006).

This section provides the interpretation of these findings in Section 6.2A.1 (Rebranding Goals across AROs) and provides implications for theory (Section 6.2A.2), followed by implications for policy and practice (Section 6.2A.3).

6.2A.1 Rebranding Goals across AROs

Section 4.2A listed in detail numerous ARO goals identified in this research. Essentially, they corroborated Muzellec and Lambkin (2006) assertions that corporation’s rebranding goals are typically to reflect a new identity, or to create a new image.

A significant rebranding factor identified for Aurizon was the former government ownership that created negative associations and a stigma that screamed…clunky, difficult, not streamlined and not efficient (4.1.1.2). Aurizon therefore wanted to move ‘away from government ownership’; ‘remove the layers and duplication of an ex-government agency’, ‘dust off the government owned corporation’ (Courtney – Section 4.1.1.1). Their key goal in this regard was to change the image of a fat, lazy, inefficient agency to a commercial, efficient streamlined company. The belief therefore was that the rebranding helped to redefine their identity with the ‘revolutionary’ name change representing a shift to becoming a blue chip, top ASX listed company (4.2.1.3).

Aurizon’s rebranding driver and goal to change government entity brand associations is consistent with the finding in a case study of the rebranding of Telecom Eireann (Muzellec & Lambkin 2006, p. 814):
Chapter 6 – Discussion and Interpretation of Findings

The case of Telecom Éireann exemplifies attempts at rebranding by many former state monopoly companies that have image problems, and which hope to influence customer images by a radical revitalisation of their marketing aesthetics.

This statement could equally apply to Sydney Trains given the polluted brand associations with the former entity Railcorp. Changing perceptions of this tarnished image was a primary rebranding focus (4.3.2.3). It could also apply to Aurizon, whose rebranding goals included shedding negative government associations 4.1.1.2) and change the image of a ‘fat, lazy, inefficient’ company, to a commercially streamlined, efficient, blue chip corporation (4.2.1.3).

Section 5.2A.1 identified that all organisations stated that safety is their top priority, and ‘transformation’ was frequently referred to (5.2A.2). The use of the word transformation is somewhat unsurprising as the literature states, ‘rebranding can be seen as a corporate marketing transformation, i.e. a very strong formal signal to stakeholders that something about the corporation has changed’ (Muzellec & Lambkin 2006, p. 807). Indeed, rebranding represents ‘a golden opportunity for complete transformation’ (Kaikati & Kaikati 2003, p. 17).

Anthropomorphic agents, or ‘biological metaphors’ were organically used by managers to describe the rebranding odyssey (5.2A.2), and all organisations stated they were striving to become ‘world class’ (5.2A.3), although there is no universal ARO consensus on what that means. For example, ‘I think being world class means something quite different to what we’re currently doing’ (Janine).

The biological metaphors component aligns nicely with the discussion on ‘brand personality’, and therefore the implications of this finding is discussed in Section 6.4.2.4. However, the implications for ‘world class’ best practice is discussed below:

6.2A.2 Implications for Theory
The absence of a unified ARO construct for ‘world class’ raises on interesting question in relation to how could / should world class best practice be defined and practiced. It presents an area of future research where the multi layered dimensions of ‘world class’ could be teased out in various functional and consumer centric domains. The question could be related to the stages of the brand building blocks recommended in Keller (2001) CBBE Model (discussed in Sections 2.5.3 and 6.6.2.2), and other related literature on building strong brands.
Lastly, given that certain ‘world class’ activities in rail may uniquely apply to the rail sector, research into varied constructs and applications of ‘world class’ across rail organisations internationally would be beneficial. Additionally, researching ‘world class’ definitions, activities and benchmarks within related industry sectors may also be fruitful.

**6.2A.3 Implications for Policy and Practice**

Transport Ministers, rail CEO’s, industry representatives and other key stakeholders, whilst announcing the intention to become ‘world class’ should have a clear understanding of what this means and the specific steps that need to be undertaken to achieve this vaunted status.

To facilitate a drive toward ‘world class’ status, there may be merit in AROs (possibly through the facilitation of the peak Australian rail industry organisation – Australasian Railway Association):

1. **Agreeing on what ‘world class’ means for their respective rail services (freight / passenger), including: functional (operational) areas, customer service areas and internal branding / marketing (employee relations) areas.**

2. **Undertake a ‘gap analysis’ / ‘world class audit’ to determine those areas where they are already achieving at a high level, and those areas where improvement is required.**

3. **Determine what areas are readily achievable, and those that are possibly achievable over time with more focused action / resources.**

4. **Adopt procedures to achieve these goals within actionable time lines.**

5. **Agree on best practice international benchmarks and accepted global metrics.**

6. **Commit to report to relevant stakeholders, including the public, progress towards achieving ‘world class status’ relative to the organisations performance aligned to international benchmarks.**

Additionally, informing both policy and practice, stakeholders should be aware that aspiring towards world class best practice often entails the recruitment of ‘international talent’ (Sections 4.5B.1.2, 4.5B.2.3, 5.2.3). Lastly, there may be peculiarities in Australian Rail infrastructure, operations and social conditions that provide potential impediments towards achieving world-class status (Section 4.2.4.4).
6.2B Rebranding Processes

As discussed in Section 2.3.1.2, Muzellec et al. (2006) identified that a key component of corporation’s ‘rebranding process’ is the need to engage both internal and external stakeholders. This section therefore discusses the third component of the ‘Model of the Rebranding Process’ (i.e. rebranding processes) (Muzellec & Lambkin 2006) based on the findings identified in Section 4.3 and Section 5.23.

This section proceeds by discussing the communication with internal stakeholders (Section 6.2B.1, Internal Branding Consultation / Collaboration), followed by discussion of how AROs have sought to enhance their corporate image through improving functional / operating efficiencies (Section 6.2B.2, Functional / Improving Operational Efficiencies), as well as the complexities involved in the physical rebranding of transport assets (6.2B.2.1). These processes are then considered in terms of their implications for theory (6.2A.2), followed by implications for policy and practice (6.2A.3). This is followed by a discussion of the degree and nature of brand audits that AROs have undertaken (6.2B.2.4). Lastly, brand audits implications for theory (6.2B.2), and implications for policy and practice (6.2A.3) are provided.

6.2B.1 Internal Branding Consultation / Collaboration

Section 2.3.3 presented the ‘six principle schema for rebranding’, in which Merrilees & Miller (2008) highlighted the importance and heightened effectiveness of corporate rebranding where there is more engagement by senior management in communicating with internal staff. Strong leadership combined with communication, collaboration and training assists with internal stakeholder ‘buy-in’, and heightens the potential for employees to ‘live the brand’. However, section 5.2B.2 demonstrated that AROs have undertaken very little, or minimalistic / tokenistic internal consultation or collaboration.

Section 2.6.4 identified the role of employer branding is assisting employees to ‘live the brand’. The fact that ARO management have failed to assist employees to ‘live the brand’,
demonstrates that AROs have largely undertaken ineffective employer branding. The literature cautions that, where employer branding has not been embedded into the organisation, the development of professional and appropriate brand management behaviour becomes very difficult, and perhaps even impossible (Baumgarth 2010).

Thus, the full potentiality of AROs’ rebranding strategy may not have been achieved. This point is discussed and interpreted further in Section 6.4.1.3.

6.2B.2 Functional / Improving Operational Efficiencies

As identified in Section 6.3.2, many AROs pursued a revolutionary rebranding strategy. Within this revolutionary rebranding strategy, the findings (Section 5.5.A; Table 5.14) identified that the major rebranding focus for AROs was to enhance functional / operational efficiencies. This is particularly true for Aurizon (4.5A1.1; 4.5A1.2), i.e. ‘Integrated Operating Plan’ (IOP), and the ‘Drive to 75’. Sydney Trains also had a primary focus on improving functional efficiencies adding 1,000 additional weekly services, providing new rolling stock, as well as providing rolling stock with air-conditioned carriages (4.5A2.1).

Performance enhancement and greater accessibility was also cited as some of the benefits of introducing an integrated multimodal ticketing system (Section 5.5A1), i.e. the ‘Opal’ card for Sydney (affecting Sydney Trains) and the ‘myki’ card in Victoria (affecting MTM and V/Line). However, the myki card has not been without its issues and critics. For example, in June 2015, Sarah Coles tried to top up her myki card only to find out that instead of the balance stating $3 she thought she had left on her card, it gave an (erroneous) balance owing of $2,684,350 (Cowie 2015).

Enhancing performance was also a key component of MTM’s and V/Line’s franchise agreement (4.1.3.2, 4.1.4.2). V/Line (evolutionary rebranding) identified that they were under consistent pressure to improve the capacity of their services because of the explosion in rail patronage. To this end in 2007 – 2008 they added 40 new VLocity trains creating an additional 5,600 seats capacity, and since 2006 introduced thousands of extra services (Ltd 2008). In addition to implementing initiatives to enhance employee and customer safety, all passenger rail entities also had a key focus on improving overall punctuality and removing graffiti.

The explosion of patronage in Melbourne between 2005 and 2009 exceeded all expectations of public transport predictive modelling. Subsequent analysis identified that there had been
three main drivers underpinning the patronage growth being petrol price increases, population growth and CBD job growth (Gaymer 2010). Since this time, Melbourne rail has continued to experience substantial and sustained growth in public patronage (Hale & Eagleson 2013). In fact, although V/Line’s patronage plateaued from 2012 – 2014, it increased again in 2015 with V/Line reporting in their 2015 / 2016 annual report that patronage increased by 17.5 per cent (V/Line 2017). Additionally, in March 2017, V/Line undertook more trips than ever before, with 1.9 million commutes (ABC 2017).

6.2B.2.1 Physical Rebranding of Transport Assets

Section 4.5A.3.1 identified that V/Line reported their rebranding implementation was a very slow process with the livery on the trains changed progressively over years due to a lack of funds to quickly undertake the rebranding implementation. The challenges in physically rebranding large numbers of rolling stock, signage and other assets as well as the significant costs in doing so was highlighted by most AROs (Section 5.5A; Table 5.14).

6.2B.2.2 Implications for Theory

Daly and Moloney (2004) CRF is comprised of three main phases, namely Analysis, Planning and Implementation. The findings presented in this thesis however clearly demonstrates that AROs have significant issues and challenges in the implementation of their rebranding strategy. Specifically, there is a demonstrable lack of Internal Branding. However, the literature (Daly & Moloney 2004, p. 34) asserts that:

*Internal marketing should also commence by researching management and employee’s perceptions; attitudes...research techniques used for external research can be used to learn about management’s and employee’s perceptions, attitudes, fears and aspirations.*

The lack of ‘internal branding’ demonstrates a failure to undertake ‘employer branding’ effectively. In particular, there appears to be a lack of engaged leadership, that the literature asserts is essential to effectively embed the brand ethos into the employee experience (Mosley 2007). The literature also identifies that this typically results in lower employee brand commitment. Where employee brand commitment is lower, there is usually poorer brand delivery, with a failure to convey the ‘brand promise’ to external stakeholders (Hardaker & Fill 2005). It is therefore argued that the lack of exemplary employer branding has diminished AROs’ capacity to consistently deliver distinctive customer brand experiences (Mosley 2007).
The implementation phase that was illustrated in the CERF (Section 2.7.2) is therefore justified. Further, the findings validate the incorporation of an ‘implementation phase’ in the ECRF (Section 6.8).

6.2B.2.3 Implications for Policy and Practice

Focusing on improving functional assets that clearly need improving is a sound initial step as functional performance lies at the heart of what the company must offer and is the foundation for companies to engage with consumers in meaningful ways. Functional performance combined with abstract imagery allows corporations to present rational and emotive cues to consumers. Thus, organisations wishing to build strong brands should attempt to create products and services that engage both ‘head and heart’ (Keller 2012). As discussed in Section 2.2.3, to attain the ‘heart’ aspect, organisations need to avoid the ‘product – attribute fixation’ trap that only focuses on functional benefits, and ensure they also inculcate the emotional and self-expressive qualities inherent in a strong brand (Aaker & Joachimsthaler 2000).

However, rebranding transport entities with a plethora of physical assets is a significant undertaking that requires coordinated project management, takes time and is expensive. This may result in rebranding of the assets taking far longer than anticipated (perhaps years), which may create dual branding overlap for a time (i.e. previous brand and rebrand on same rolling stock or some stock that is never rebranded).

Examples of this were provided in Section 4.5A.1.7 that showed an Aurizon Livery with the former QR National name still visible (Figure 4.31). Section 4.5A.2.6 depicted Sydney Trains Livery with former CityRail logo (Figure 4.32). Section 4.5A.4.2 showed the PTV logo over a visible Metro brand (Figure 4.33), and even more surprisingly Figure 4.33 shows PTV over the Connex brand, which was the previous brand before Metro, and should have been rebranded with the rest of the rolling stock many years previously. Given these instances of current and former branding on the livery years after the rebranding strategy, it is not surprising that ARO managers typically lamented that they did not have sufficient funds to effectively undertake rebranding in the desired time frame (Section 5.2B.2.1, Table 5.6).

The complexity and labour requirements of physically rebranding assets, as well as the significant cost given the sheer magnitude of physical items requiring rebranding should be considered and factored in any future proposed Australian rail / transport rebranding strategy.
Senior management therefore need to factor in the multiple costs of physical rebranding in terms of the cost of materials, cost of personnel required to undertake rebranding and the practical logistics given the sheer number of assets, and create a solid action plan for this implementation. There may need to be some contingency considerations built into this, for example, an interesting observation from one rail manager was that the locomotive’s different configurations presented unexpected technical issues in getting the logo onto optimal sections of the trains. Additionally, there were concerns with some Sydney Trains managers that the wayfinding at stations had taken too long to complete and were not more uniform (Section 4.5A.2.3), and the staggered implementation resulted in a somewhat ‘disjointed’ rebranding strategy (Section 4.5A.2.5).

Moreover, it is evident that most AROs that have rebranded and particularly AROs that have engaged in ‘revolutionary rebranding’ have simultaneously been engaged in significant upgrading of their physical infrastructure (Section 5.2B.2.1, Table 5.6). In Sydney Trains case, this included ‘the largest single procurement of trains in Australian history’ (Section 5.5A).

Senior managers obviously need to factor in these costs. In terms of enhancing rebranding image, it may also be fruitful for managers to consider how they can effectively incorporate the positive associations of these functional enhancements with the structuring of their brand identity. This theme is also explored within the discussion of the brand identity model (Section 6.4.2.3, Brand as a product) and in Section 6.4.2.7 (Implications for policy).

### 6.2B.2.4 Brand Audits

The CRF (Section 2.3.2) identifies brand audits as a fundamental component of conducting a situation analysis. Section 2.3.2.1 discussed the essential elements and advantages of undertaking a brand audit. The literature recommends that corporations should undertake brand audits to ascertain their brands positioning and to gain insight into the brand meaning as expressed by the company and perceived by consumers, as well as identify changing brand equity. In this context, a brand audit is defined as ‘a comprehensive examination of a brand to assess its health, uncover its sources of equity, and suggest and uncover ways to improve and leverage that equity’ (Keller 2008, p. 40).

Section 5.2.B.1, Table 5.4 demonstrated that AROs undertook a variety of audits, however except for V/Line, the depth of these audits in terms of ascertaining staff and customer brand perception of the organisations brand were inconclusive. Certainly, Aurizon and Sydney
Trains did not engage internal customers in the rebranding planning stages, although it should be noted that some focus groups and ‘road shows’ were conducted.

MTM did not undertake a competitor audit as they stated it was superfluous to the requirements of the government tender process. Even Aurizon did not deem such an analysis necessary: *So you mentioned Pacific National. Do you know – did anybody undertake some impact study on how the rebranding might affect them or other competitors? (Interviewer).* *Oh, not really, no* (John). *Not really, no, the short answer* (Luke) (Section 4.1A 1.2).

However, it was evident that no ARO undertook a competitor audit. This may be understandable to some degree given that most rail organisations essentially enjoy a government sponsored / controlled monopoly over their rail service provision (except for Aurizon). Additionally, most of the services are subsidised by the government, and therefore profit maximisation is ostensibly not a primary objective. For example, ‘*as an essential service, V/Line is subsidised to offer an affordable transport option for regional Victorians*’ (Ltd 2008, p. 2).

However, IBIS predicts that rail will face increasing competition and reduced patronage (Magner 2016), as follows:

> ...the industry is expected to continue facing strong external competition from alternate modes of transport over the next five years. These include passenger vehicles, buses and other forms of transport. Previous increases in industry patronage may be eroded in the coming years, as rail networks’ ability to attract new peak-time travellers is limited due to overcrowding and delays.

Additionally, as discussed in Section 2.2.3 in terms of creating a cohesive brand identity, (Aaker & Joachimsthaler 2000) strongly recommend that organisations undertake three analyses: a customer analysis, a competitor analysis, and a self-analysis. These authors further assert that it is perilous for organisations seeking to develop a strong brand to fail to undertake this depth of analysis. It is argued here that a ‘self-analysis’ would incorporate the ‘internal marketing’ investigation into management and employees’ perceptions. The findings essentially revealed that no ARO comprehensively completed all three audits. Thus, the CERF has been augmented by adding these three audit components to the Situation Analysis component (within the Analyse phase) in the ECRF (Section 6.81, Figure 6.15).
6.2B.2.5 Implications for Theory
This finding extends case study information for researchers identifying when and how organisations engage in brand audits before undertaking rebranding. Further research may include identifying appropriate templates and procedures for organisations to undertake a customer analysis, a competitor analysis, and a self-analysis.

In terms of self-analysis, the Customer-Based Brand Equity Pyramid (Keller 2001) identifies that a key component in both building a brand and expressing brand imagery is explicating the question who and what the organisation is. In this context, the ‘seven dimensions of corporate personality’ (Davies 2003) may provide a robust template for answering these questions, as it can assist in measuring rational and emotive corporate perceptions of both internal and external stakeholders. This ‘seven dimensions of corporate personality’ (Davies 2003) contract is used in Chapter 6 to help interpret the probable actual brand personalities of ARO’s (Sections 6.5.3.1, 6.5.3.2, 6.5.3.3, 6.5.3.4 & 6.5.3.5).

It is therefore posited that ‘the seven dimensions of corporate personality’ (Davies 2003) could be incorporated into a rebranding (and branding) self-analysis brand audit to clearly identify how the corporate brand personality is perceived by internal and external stakeholders, as well as their level of satisfaction with the corporation. Further, it could be used as a robust reference point for organisations to clearly identify what elements of their corporate brand identity and marketing aesthetics they wish to retain and which they wish to reject, and which they wish to modify (a central component of the CRF Analysis section) (Daly & Moloney 2004) and ECRF (Section 6.8.1), based on the overall corporate brand personality they wish to convey.

Lastly, it is posited that ‘the seven dimensions of corporate personality’ (Davies 2003) may also assist corporate culture changes by assisting to identify those personality traits that are embedded in the organisation that should be retained, eschewed, or where there are gaps where new values should be instituted and new corporate behaviours encouraged to uphold the desired corporate brand personality image.

6.2B.2.6 Implications for Policy and Practice
It is suggested that AROs could consider undertaking broader and deeper brand audits prior to rebranding:
1. To identify consumer and broader stakeholder perception and gain insight into construed brand meaning. This will assist decisions whether to retain and support, neutralise, incrementally or totally change marketing aesthetics during rebranding and ongoing marketing.

2. Undertake brand audits into alternative competitive modes of transport to more clearly articulate the benefits of rail patronage, which could include both economic and environmental benefits of rail. This may encourage more usage of rail as an alternative means of transportation (particularly in off peak periods).

3. To effectively develop a strong brand identity and undertake customer, competitor and self-analysis.

A construct that may assist with this analysis is the ‘corporate branding tool kit’ that includes a series of diagnostic questions that are premeditated to identify areas where there is a lack of alignment between strategic vision, organizational culture, and stakeholder images (Hatch & Schultz 2001). The premise is that the full potential strength of a brand is realised when vision, culture and image are aligned.

6.3 CERF – Planning / Implementation

This section aligns to the Planning / Implementation phase of the CERF presented in Section 2.7.2, Figure 2.21 and specifically relates to RQ2: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for a) name, b) logo, c) livery?

As discussed in Section 2.3.4, corporate rebranding typically includes changes to marketing aesthetics (e.g. brand name, logo, slogan, livery). These changes may be applied over a continuum from ‘evolutionary’ rebranding (gradual, incremental process) to ‘revolutionary’ rebranding (significant changes typically focused on repositioning the brand) (Muzellec & Lambkin 2006). A change of brand name is classified as revolutionary rebranding, although brand name changes are stated to be particularly risky that may damage or destroy brand equity (Muzellec & Lambkin 2007). This section therefore discusses the ‘Rebranding as a continuum’ construct (Muzellec & Lambkin 2006), (i.e. evolutionary vs revolutionary) changes to ARO marketing aesthetics.
This section provides the interpretation of the findings from Section 5.3A.1, Table 5.7. (Cross case analysis of AROs’ evolutionary / revolutionary rebranding and modified marketing elements) and provides implications for theory and policy and practice. This section proceeds by discussing ARO’s evolutionary / revolutionary rebranding (Section 6.3.1), and Revolutionary Rebranding and Name Change (Section 6.3A.2.1). ARO evolutionary vs revolutionary rebranding strategies are then considered in terms of their implications for theory (6.3A2.1), followed by implications for policy and practice (6.3A.3.2). The discussion then turns to formulation of name, logo and livery (Section 6.3A.2.1). This is especially informed by Section 5.3B.3 and Table 5.9 (brand name formulation for AROs). A detailed interpretation of ARO name formulation is provided as follows: Aurizon Name Formulation (6.3A.5.2), Sydney Trains Name Formulation (6.3A.5.3), V/Line Name Formulation (6.3A.5.4), MTM Name Formulation (6.3A.5.5), Summary of ARO Name Formulation (6.3A.5.6). ARO brand name formulation is then interpreted in terms of their implications for theory (6.3A.5.7), followed by implications for policy and practice (6.3A.5.8). This is followed by a detailed interpretation of ARO changes to logo and livery as follows: QR – QR National – Aurizon Logo and Livery (6.3B&C.5.7), Sydney Trains Logo and Livery (6.3B&C.5.8), V/Line Logo and Livery 6.3B&C.5.9, MTM Logo and Livery (6.3B&C.5.10). ARO logo and livery changes are then interpreted in terms of their implications for theory (6.3B&C.5.11), followed by implications for policy and practice (6.3B&C.5.12).

6.3.1 AROs’ Evolutionary / Revolutionary rebranding

Section 6.3.1 in particular answers **RQ2 (a) is: Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name.**

Section 2.3.4 discussed the ‘Rebranding as a Continuum’ concept that posits there is a continuum in the rebranding process between evolutionary and revolutionary rebranding relative to the degree of change in market positioning and visual aesthetics (Muzellec and Lambkin 2006). This research into ARO rebranding identified that AROs do rebrand using either evolutionary or revolutionary rebranding.

Section 5.3A.2 presented a cross case analysis of AROs’ evolutionary / revolutionary rebranding and modified marketing elements. Table 5.7 provided a cross case summary of whether name changes were evolutionary, or revolutionary, and the marketing elements that were modified.
These findings revealed that generally AROs have a predilection to engage in revolutionary rebranding (3 out of the 4 organisations studied). Where they use revolutionary rebranding, they are very likely to also change the name of the organisation and may also change the logo and train livery. The more specific dimensions of their revolutionary rebranding are discussed in the next section. AROs use revolutionary rebranding when:

1. **They wish to significantly and swiftly change negative brand associations linked to their former government ownership (fat and lazy, bureaucratic, inefficient) and create new positive associations to attract investors. In this case the new brand associations primarily depict the organisation as ‘commercially driven’ and striving for ‘world class’ status (i.e. Aurizon).**

2. **The brand’s previous associations are so tarnished that the organisation wishes to disassociate from them (i.e. the whole RailCorp brand was completely polluted, terrible kind of reputation). In this event, AROs may seek to positively change stakeholders’ perceptions and brand associations through taking ownership of the problems (fixing the trains) and promise a ‘world class’ rail service to politically reposition the organisation as being customer centric (i.e. Sydney Trains).**

3. **When the rebranding is embedded in a bid for tender process as a Government requirement (i.e. MTM – government – private franchise agreement).**

AROs may use evolutionary rebranding when:

1. **Major rail infrastructure projects increase rail capacity and enhance operational efficiencies.**

2. **A privatised company goes bankrupt with ownership reverting to a government agency (in a government – government franchise agreement), (i.e. V/Line).**

### 6.3A.2.1 Revolutionary Rebranding and Name Change

As discussed in Sections 2.3.2.2 & 2.3.4, of the four potential renaming strategies (interim/dual, prefix, substitution and brand amalgamation strategies, substitution (or immediately), totally changing the name is the riskiest renaming strategy (Daly & Moloney 2004). This strategy could significantly reduce consumer’s awareness of brand associations, negatively change their perceptions of the brand image and product quality thereby diminishing brand loyalty (Delassus & Descotes 2012). It could therefore significantly damage or even destroy associated brand equity (Muzellec & Lambkin 2006).
This is a particularly salient assertion, as three of the four rail organisations studied (Aurizon, Sydney Trains and MTM), as part of their revolutionary rebranding undertook a substitution renaming strategy (new name).

6.3A.3.1 Implications for Theory
This research has demonstrated that many AROs, when confronted with the decision to change their image, either due to the need to shed negative associations, disassociate from tainted reputation, or because of government dictates, will create a new name rather than retain the old one.

Therefore, despite the potential to diminish legacy positive associations and dilute consumer loyalty (Muzellec & Lambkin 2006), these issues in Australian rail have prompted AROs to shed current brand associations and focus primarily on future orientated values. The expectation in AROs appears to be that creating a new brand name as part of the rebranding process will alleviate old negative or tainted associations and create more favourable brand associations as identified by Muzellec (2006). The identification of this corporate rebranding practice in a contemporary context provides rich information for academic theory.

6.3A.3.2 Implications for Policy and Practice
Politicians need to be aware that rail (and probably other government) entities once privatised, will most likely seek to change their name to disassociate stakeholder perceptions for government brand associations (slow, encumbered by red tape, inefficient), to more commercially orientated brand perceptions (fast, commercially focused, efficient). This finding is also borne out by the literature, ‘change from public to private ownership prompts corporate name changes’ (Juntunen 2014, p. 114).

Therefore, despite ministerial wishes that when entities rebrand they will keep certain name associations, organisations will rebrand with a new name they believe reflects their commercial aspirations (i.e. Aurizon = Australian + expanding geographical scope).
6.3A.5 Formulation of Name, Logo and Livery

Section 5.3B.3 provided a cross case analysis of how ARO names were formulated (summarised in Table 5.9), and section 5.3B.4 provided a cross case analysis of intended brand name meaning. Section 5.3B.5 & C.6 provided an overarching perspective on ARO formulation of name, logo and livery. This section interprets how AROs have formulated their name, logo and livery. Unfortunately, the research for this thesis did not include interviews with brand consultancies that were instrumental in assisting with name, logo and livery changes. This would of course have been most informative in revealing the rationale and processes underpinning decisions of modifying colours and logo designs. Nevertheless, this section interprets the creation of these marketing aesthetics regarding the relevant literature. In this context, it comments on the potential advantages, disadvantages and other observations of AROs’ rebranded name and livery.

6.3A.5.1 ARO Formulation of Name

Of relevance to the implications of ARO name changes is the fact that three of the four organisations in the study totally changed their name, (i.e. undertook ‘revolutionary’ rebranding). As discussed in Section 2.3.4 Muzellec and Lambkin (2006) research indicates that renaming the corporate brand is a risky strategy that may delete positive and nostalgic brand image and lose consumers awareness thereby diminishing brand loyalty (Delassus & Descotes 2012).

Literature relating to brand name importance, decisions, processes and classifications were discussed in Section 2.4.1 Following is a discussion of AROs’ brand name formulation in relation to the literature.

6.3A.5.2 Aurizon Name Formulation

Reason for Name Change

Section 4.3A.1.12 presented findings of Aurizon’s name change. The revolutionary nature of the name change from QR national to Aurizon is interest given the fact that name changes may alter associations with the brand name thereby significantly damaging or even destroying the equity of the brand (Muzellec & Lambkin 2006). The following statement in relation to Aurizon’s corporate rebranding changes is therefore of note, as it does not mention the effect of brand equity on the name change. However, it does refer to brand equity as it relates to logo and corporate colours, and provides some rationale for keeping the logo the
same, ‘The name change is effective from 1 December. The company’s logo and corporate colours remain unchanged to preserve brand equity’ (Aurizon 2012, p. 1).

Many reasons have been provided for Aurizon’s name change. At a fundamental level, the CEO Lance Hockridge identified that the continued prefix use of ‘QR’ had underpinned the successful structural separation of QR National from Queensland Rail. It had also assisted with QR National’s ASX listing in 2010. However, given the close similarity in the names, stakeholders had significant persistent confusion of the two organisations. The very different name (Aurizon) would therefore make it easier for investors, government, media and the public to more clearly understand the different services offered by each company (Section 4.3A.1.2).

The former Queensland Rail brand name clearly had a geographic brand name orientation that was centred on Queensland (where the Q in the name stood for Queensland), whilst the change to QR National identified the Queensland roots while highlighting the national nature of their operations. The Aurizon name therefore represented a further break from a close association to an Australian state centred association, asserting a broader geographic frame.

Addressing shareholders at an annual general meeting before voting to rename the company, QR National chairman John Prescott explained the rationale for the change to the new name (Hurst 2012, p. 1) as follows:

> While our origins will always be Queensland, it’s important to have a name that better represents who we are today and aspire to be in the future. In our view, Aurizon encapsulates these qualities. It reflects the national scope of our operations along with the enormous growth opportunities we see on the horizon.

The address was also cleverly worded indicating a break with past ‘legacy’ issues, in an obvious reference to government associations, whilst promising to retain brand heritage elements (Hurst 2012, p. 1):

> We believe changing the company name will help address this problem and signify a symbolic break from legacy issues of the past, while still retaining the history and knowledge that has served our company so well over the past 147 years.

There is doubt however that these brand heritage elements were retained either in the marketing aesthetics, or the corporate culture. Although Aurizon retained QR National livery (that had been changed from QR), it was more representative of Australian colours than
Queensland. Additionally, many senior managers felt that brand heritage / corporate culture elements had not been retained, and many implied, or stated that connections with the past had been deliberately *not* incorporated, as discussed in Sections 4.4.1.4, 5.4.6, 6.4.2.5 & 6.5B.1.3.

**Process of Name Change**

Section 2.4.2.2 discussed two name change processes identified in literature. These included the four-step process identified from an analysis of the rebranding of Anderson Consulting to Accenture (Kaikati 2003), and the typical six step brand naming process presented by Kohli and LaBahn (1997).

The following observations are made when comparing Aurizon’s naming process to the six steps of Kohli and LaBahn (1997). It is evident that they i) had clear objectives for the brand names as discussed in the previous section. However, the process of ii) generating new brand names, and iv) choice of brand names is somewhat unclear. In fact, in terms of the formulation of Aurizon’s name, there was a surprising amount of confusion among senior managers surrounding the time and processes underpinning the creation of the name (Section 4.3.1.12). In terms of step iii) ‘evaluating brand name’, it is evident that a global search was undertaken that discovered among other things that Aurizon is an animal suppository company in the UK and a gold mine in Canada.

The last two of four steps outlined by Kaikati (2003) identifies the importance of iii) ‘communication of the company’s new identity by management to internal stakeholders’. However, the findings were that the identity changes ‘was a surprise to the organisation’ and employees were advised a week prior to shareholders’ advice and approximately 6 weeks before the actual name change approval through a communique that, ‘wasn’t well telegraphed internally’ (4.3.1.12). Also, iv) ‘finally approval of the new name by the executive committee’, was in Aurizon’s case approved by shareholders at Annual General Meeting.

Some managers expressed surprise at the abruptness at which the changes occurred given the significance of getting a whole company name changed at an AGM. It also became evident that the name change approval was engineered within a tight timeline as alternatively, Aurizon would have to wait another year if it was not approved in the forthcoming AGM (Section 4.3A.1.12).
Name Change Analysis

The name ‘Aurizon’ is a neologism of Australia + horizon. The discussion in Section 2.4.1.2, identifies that Aurizon is therefore essentially a ‘non-word’, i.e. it is a word that cannot be found in a dictionary. This process of forming one name out of two names is reminiscent of the rebranding / renaming of consulting giant Anderson Consulting that successfully undertook a global corporate rebranding to ‘Accenture’, which is a neologism comprised of ‘accent’ and ‘future’ (Kaikati 2003). Another example is Lucent Technologies name ‘Lucent’ that is a neologism of ‘luminous’ – marked by clarity or ‘translucence’ (Alessandri 2001).

Aurizon’s brand-name classification is therefore associative, as the name is fabricated and does not have a meaning in the general context. The benefits of such names are that they may assist with creating a potential competitive advantage and may be easier to legally protect, however the disadvantage is that they may require a high degree of promotion for consumers to understand and recall the brand associations (Turley & Moore 1995).

In Aurizon’s case, although the brand name was ostensibly readily accepted by staff, many interviewees identified that there were issues with pronouncing the name (Section 4.3A.1.3). This issue provides a reminder to organisations undertaking rebranding that the literature identifies that when choosing a brand name, corporations should consider how the name is expressed (Argo, Popa & Smith 2010), and that the name should be easy to pronounce (Arora, Kalro & Sharma 2015).

Section 4.3.1.12 identified that a senior rail industry representative felt that overall the Aurizon name was ‘a bit too clever’. In this regard the literature identifies a contemporary tendency in corporate rebranding strategies to formulate ‘clever’ names to add mystique (Stuart & Muzellec 2004). It is salient to note that a common malady of these ‘clever’ names are that they are hard to pronounce, with stakeholders often more in a mystery of the organisations positioning strategy after the name change, than before (Stuart & Muzellec 2004).

Additionally, some interviewees identified that the fact that the name was meant to represent Australia and horizon, and that confluence denoted an Australian company expanding its geographical scope of operations, was something that had been lost on them and they were thus sceptical that the broader Australian public would understand these associations. Given that Aurizon’s customer base is limited to a handful of major industry organisations, it could
be argued that this may not be a significant issue. On the other hand, as Aurizon is a publicly listed company it would seem reasonable to assume that a broader knowledge base of these positive associations may assist with attracting investors and achieving Aurizon’s aspirations of being recognised as a blue-chip ASX company.

**6.3A.5.3 Sydney Trains Name Formulation**

Section 4.3A.2.5 provided findings of Sydney Trains name formulation. Section 4.3A.2.6 (Table 4.2) illustrated the evolution of Sydney Tains name changes since 1849. This identified that Sydney Trains has returned to a *geographic brand name* similar to its name choices prior to and in the early 19th century. In this regard, the brand name clearly relates the rail service to the region that it serves. In fact, the current name is the closest to its very first name the ‘Sydney Railway Company’ (1849 – 1855). Sydney Trains names from 1932 to 2013 reflected that the railway was associated with the government in some capacity. The rebirth of a geographic brand name is interesting as it seems to follow the most common contemporary classification for transportation, communication and public utilities (Turley & Moore 1995).

As a key feature of geographic brand names is to create direct associations with a home-based, or patriotic feel (Turley & Moore 1995), it is posited that Sydney Trains could leverage greater positive brand associations in their associated branding aesthetics that directly relate to the region that they serve. In that regard it should be noted that Sydney is famous in Australian history with many iconic landmarks. The stated disadvantage of geographic brand names, namely that it may be difficult for organisations to expand the geographical horizon of their operations, does not relate to, or affect Sydney Trains.

Table 4.2 (Section 4.3A.2.6) clearly demonstrates that Sydney Trains has a long history and legacy in New South Wales. However, the brand heritage findings (Sections 4.4.2.12 & 5.4.6) identified that they have not incorporated brand heritage marketing aesthetics into their rebranding. As posited in Section 6.4.2.7, inclusion of Brand Heritage / Brand Nostalgia elements into Sydney Trains branding may further support the patriotic association, stakeholder emotion of ‘belongingness’, that the return to the geographical orientation in their new name implies the corporation is seeking.

**6.3A.5.4 V/Line Name Formulation**

Section 4.3A.3.4 discussed V/Line’s name formulation. The V/Line brand name is *geographic* as well as *descriptive*. In this context it should be noted that V stands for Victoria
which is something that may not be immediately evident to new users of the transportation system. Line is descriptive of the fact that it is a railway line/service. The geographic connotation appears to be particularly appropriate for this service as interviews with senior managers identified that the long history of the rail service has created strong feelings of attachment that both employees and community members feel towards the brand, to the extent that some community members feel a strong sense of ownership towards the V/Line brand.

6.3A.5.5 MTM (Metro Trains Melbourne) Name Formulation

Section 4.3A.4.4 discussed MTM’s name formulation. Metro Trains Melbourne is a particularly intriguing brand name formulation, that is vastly different from the previous operator name ‘Connex’ on several dimensions. ‘Train’ is clearly descriptive of what this service does. ‘Melbourne’ clearly denotes the geographic area in which the service operates. Ostensibly, it appears that ‘Metro’ also identifies the geographic scope of operations, however it should be noted that the train system goes outside the CBD precincts that the name Metro may typically be identified with.

It is argued here that the Metro in the name is in fact associative as the research has identified that it is primarily aspirational in nature. Specifically, the interviews with senior MTM managers and government transport agency representatives clearly identified that the Metro was aspirational in nature as it identified the desire to become a world-class train service like those offered in prestigious global cities. ‘Metro’ was also explained in an interview as a name that’s commonly used for railways around the world, and thus would be known to people who inhabit prestigious cities, such as Paris (4.3.4.7). In this context, the name would be descriptive. The use of MTM is also a semantically related acronym.

This multiplicity of name nomenclature is intriguing as it appears to infer that multiple benefits may be possible with such a confluence of name categories as discussed in Section 2.4.2.1. On the other hand, some rail observers believe that such use of ‘dual branding’ (i.e. logo plus acronym plus full name) may be flawed branding logic as it may in effect reduce stakeholder understanding (rather than increase it) (Longworth 2012a).

Another interesting aspect of the name is that it is not owned by the private operator, rather all intellectual property and ownership resides with the Victorian government. Therefore, if another operator successfully wins a future franchise bid, the name can be/will be transferable to the new operator.
6.3A.5.6 Summary of ARO Name Formulation

Section 2.4.1.2 identified that brand names are a very important component of creating CVI and thus firms should be careful to create brand names that positively appeal to consumers (Hillenbrand et al. 2013). This section related overarching advice for creating positive brand names (i.e. short, crisp, easy to spell, pronounce and remember, distinctive with no negative connotations) (Turley & Moore 1995), as well as relevant, memorable, and flexible (Berry, Lefkowitz & Clark 1988).

Section 2.4.1.2 provided and explained a classification of brand names (descriptive, person-based, associative, geographic and alphanumerical). The section then discussed the advantages and disadvantages of each name classification (Turley & Moore 1995).

The preceding brand name analysis (Sections 6.3A.5.2, 6.3A.5.3, 6.3A.5.4, 6.3A.5.5) is based on the information presented in Section 2.4.1.2. Table 6.1 below summarises the brand name classifications that AROs have adopted in their brand name formulation with additional commentary on their relative advantages and associated comments.

Table 6.1: Summation of ARO Brand Name Formulation Classification: Advantages and Comments

<table>
<thead>
<tr>
<th>ARO</th>
<th>Brand Name Classification</th>
<th>Brand Classification Advantages</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurizon</td>
<td>Associative</td>
<td>May be distinctive, and offer a potential competitive advantage and be easier to protect legally; however, may require a high degree of promotion for consumers to understand and recall the brand associations;</td>
<td>Interviews identified that many interviewees were not aware Aurizon brand name was meant to represent Australia and horizon, and that confluence denoted an Australian company expanding its geographical scope of operations. There was scepticism that these desire brand name associations would be identifiable to the broader Australian public. Aurizon may therefore need to focus more on promotions that clarify the intended meaning of their brand name associations</td>
</tr>
<tr>
<td>Sydney Trains</td>
<td>Geographic</td>
<td>May appeal to consumers that have a close affinity/association with a geographic area</td>
<td>Given the enormous amount of international tourists that come to Sydney each year to see the iconic landmarks and experience Australian culture – Sydney Trains could leverage more historic and iconic Sydney landmark brand associations</td>
</tr>
<tr>
<td>V/Line</td>
<td>Geographic &amp; Descriptive</td>
<td>May appeal to consumers that have a close affinity/association with the area; the name also describes or implies the benefits of the product or service</td>
<td>V/Line have leveraged brand associations conferred from a geographic name very well in the past as is evidenced by their innovative and outbound tourism orientated advertising. This seems to serve them well, however may not be apparent to International visitors.</td>
</tr>
</tbody>
</table>
MTM

| Geographical, Descriptive & Associative & semantically related Acronym | May appeal to consumers that have a close affinity/association with the area; the name also describes or implies the benefits of the product or service; distinctive, providing a potential competitive advantage | A name amalgam that describes the service; identifies the geographical location of operations and is associative in the sense that Metro confers an aspiration to be world-class, equivalent to operators in prestigious global cities. Intellectual property resides with the Victorian government and can therefore be transferred to another operator who successfully wins a future franchise bid. |

Source: Original

6.3A.5.7 Implications for Theory

The composition of ARO names traverse a varied tapestry of potentially available brand name formulation compositions as identified in Table 6.1. Additionally, 3 of the 4 AROs subject to this case study totally changed their names (revolutionary rebranding). These contemporary findings providing examples of ARO brand name composition, and modified or totally changed name choices therefore enriches the theoretical knowledge of renaming in corporate rebranding practices.

6.3A.5.8 Implications for Policy and Practice

The importance of a corporation’s brand name can hardly be overstated as, ‘for corporations and corporate brands, the name is a prism through which each stakeholder perceives the company’ (Muzellec 2006, p. 305). It is also not surprising then that a brand name provides the platform on which brand equity grows (Aaker 1991). However, although the literature states that totally changing the brand name is the riskiest strategy (Muzellec & Lambkin 2006), in practice it has been found that three out of the four AROs researched chose this option. It may therefore be logical to predict that this will be the preferred strategy for many AROs rebranding in the future, particularly where they are attempting to change an outdated image, or change negative perceptions.

Of all the ARO brand name formulations, Aurizon is perhaps the most unusual choice of name change as it is neither purely descriptive (of the service provided) or geographic (identifying the region served). Although Aurizon may argue the point given the name indicates both Australia and expanding horizons, interviews identified that this point is not immediately obvious to the ‘uninitiated’. An interviewee (Matthew) stated that the name seemed a bit too clever, whilst another stated that it ‘tries to hard’ (Joseph) (4.3A.1.3). The positive component of Aurizon’s name is that being a ‘non name’, it is devoid of negative associations (Turley & Moore 1995), (changing government negative associations was a major factor in their rebranding decision).
However, given the fact that three of Aurizon’s personnel interviewed all stated the name was difficult to pronounce, the name formulation appears to be contrary to the advice for good brand names, being short, easy to pronounce, spell and remember (Turley & Moore 1995).

In summation therefore, AROs undertaking future branding are cautioned to consider new brand names carefully and to check them for their ease of pronunciation, and memorability.

6.3B&C.5.7 QR – QR National – Aurizon Logo and Livery
The name change to Aurizon in 2012 clearly denotes ‘revolutionary’ rebranding as characterised by Daly and Moloney (2004) and Muzellec and Lambkin (2006). However, the illustrations of logo changes presented in Section 4.3B.1.5 clearly depict that the major changes to the marketing aesthetics (logo design, colour and new train livery) occurred when QR National was privatised in 2010. This section now interprets this data.

Following are some observations and assumptions relating to logo colour and design:
The maroon colour in the QR is quintessentially aligned to Queensland, and is the colour of the state rugby league football team. The green in QR National rebranded logo may be related to stability and contemplation (Hynes 2009).

The observation of some Aurizon senior managers is that the red, brown and ochre in the rebranded QR National logo, that was transferred to the Aurizon logo aligns to the colours of the Australian desert in the outback. Yellow was also believed to be part of the national colour set and thus representative of Australia. This was believed to be further enhanced by the AU in the Aurizon name. The strong colours, with the stark yellow background combined was thought to represent a good Australian brand. However, none of these assumptions had been explicitly shared with staff (4.3.1.10).

Research has identified that warmer colours and particularly red, yellow and orange can have physiological effects, such as raising blood pressure and increasing appetite, known as ‘chromodynamics.’ Excitation levels have been demonstrated to be directly linked to the ‘temperature’ colours. Warmer colour schemes have been found to be mentally stimulating, create excitement or even anger (Henderson & Cote 1998). However warmer colours have been found to be generally less preferred by consumers than cooler colours (Whitfield & Whiltshire 1990).
The major symbol in Aurizon (and formerly QR National) is the stylised map of Australia that is often positioned on the side of the livery and on the front of trains. As it is stylised, it best falls under the category of an abstract logo as identified in (Henderson & Cote 1998) logo scheme discussed in Section 2.4.2.5. The process of abstraction in a logo design is to distil the object’s elements to only the most typical features. The potential issue with abstract logos is that ‘at its limit, total abstraction yields almost no clues as to what the picture is’ (Henderson & Cote 1998, p. 16). In this context, Section 5.3.7 related that several senior managers stated that the stylistic nature of the logo makes it difficult for many people to recognise that it is a map of Australia.

As pictures are perceived faster than words, logos should increase the speed at which a company’s brand is recognised (Henderson & Cote 1998). However, this is arguably not the case with Aurizon’s logo. Further, Hagtvedt (2011) research identifies that although incomplete typeface logos may favourably enhance perceived company innovativeness, they typically create unfavourable perceptions of firm trustworthiness. They therefore conjecture that further research into abstract logos may reveal that these findings hold true for abstract logos as well.

6.3B&C.5.8 Sydney Trains Logo and Livery

Section 4.3C.2.8 presented illustrations of the evolution of logo and livery from CityRail (1998-2013) to Sydney Trains (2013 – current). This section now interprets this data.

The CityRail logo is representative of active designs. Active designs are designed to be perceived as motion or flow, where the blurry rather than focused image also denotes movement. The logo is also representative of parallel designs with elements that appear adjacent to each other (Henderson & Cote 1998). This style of logo represents a radical move away from the more traditional heraldic logos associated with government. In this context, it is interesting that the City Rail logo reintroduced in 2010 included the words ‘NSW Government’ which indicates the government transport authority wanted to reassert the government association. Additionally, the word ‘Transport’ adds another descriptive element to the brand.

The new logo design also shows a distinct move to roundedness, compared to the angular design of the former CityRail logo. This seems to support the contention that there is an emergent trend for more rounded rather than angular and sharp elements in contemporary logo design (Walsh, Page Winterich & Mittal 2010). Recent research also posits that round,
slender logo shapes are perceived to be more feminine by consumers, whilst angular, bold
logo shapes are perceived to be more masculine (Lieven et al. 2015).

The Sydney Trains new logo and indeed the overarching new brand for NSW Transport (The
Hop) are both active designs. They are noticeably more refined than the former CityRail logo
with a design that clearly adheres to good principles in active design, that of exhibiting flow
underpinning the design notion of rhythm. Active designs are said to be relatively interesting
and may incorporate other elements such as symmetry, balance, and complexity (Henderson
& Cote 1998).

Active designs are also known as dynamic imagery which is ‘an image the viewer perceives
to have a sense of movement’ (Cian, Krishna & Elder 2014, p. 184). Static visuals can
therefore be constructed to create the perception of movement. The authors have
demonstrated that dynamic imagery can increase consumer engagement and enhance
consumer attitudes. The hop and Sydney Trains logos also capture the concept of
‘proportion’, as there is an obvious well balanced proportion in the relationship between the
horizontal and vertical dimensions.

There were however, many initial criticisms of the dynamic Sydney Trains logo on social
media and in the standard media. Media critics stated the new logo was too similar to the
Tennis Australia logo. Some journalists conjectured that the new logo would make
commuters unsure whether they were at a train station or a tennis clinic (Budd 2013).

Figure 6.3: Sydney Trains logo said to be too alike Tennis Australia logo

Source: Budd (2013)
In terms of Sydney Trains logo colours, Section 4.3.2.9 identified that the colour yellow on the cabin front and doors of Sydney Trains is primarily for safety as it has high visibility. In fact, all the AROs have yellow featuring on their trains and thus it is assumed that they may be a safety device on all AROs. As discussed for Aurizon’s colour palette (6.3.5.7), the warmer colour orange (Sydney Trains Logo), can induce physiological effects (chromodynamics), that stimulates cognition, generates excitement or even bestows anger (Henderson & Cote 1998).

Lastly, Sydney Transport’s overarching hop brand seems to be driven by a similar impetus as that described by MTM, the desire for Sydney Transport to be perceived to be similar to transportation in prestigious global cities. On the unveiling of the ‘hop’ brand, Transport Minister Gladys Berejiklian stated, ‘If you go to London they have one transport brand which is recognisable throughout their entire network, the same in Paris and in other cities around the world that pride themselves on public transport’ (Budd 2013, p. 1).

6.3B&C.5.9 V/Line Logo and Livery
Section 4.3C.3.7 provides illustrative evidence of V/Line’s logo and livery changes. This section now interprets this data.

In contrast to the other rail organisations, V/Line’s (2007) rebranding consisted of minor aesthetic changes to the livery and logo, whilst the name remained the same. Thus, in accordance with the ‘Rebranding as a Continuum’ model, V/Line’s rebranding can be classified as ‘evolutionary’ (Muzellec & Lambkin 2006).

Similar to Sydney Trains, the colour yellow on V/Line was also attributed to the high visibility that the yellow confers which aids in safety, however the other colour choices were somewhat surprising. The assumption prior to interviews was that the colour scheme must have been chosen via a scientific process, or through the advice of a brand consultancy agency. In fact Section 4.3.3.8 identified that when Metlink (the predecessor of PTV) created the modal colour scheme for the marketing of public transport, they created a colour palette that allocated blue to metropolitan trains, green to trams and orange to metropolitan buses.

The regional rail operator, V/Line was left to choose from the remaining colour pallet of yellow, red, purple and a very hot pink. Red was not considered a wise choice as red means stop in the railway environment. Hot pink was too far of a departure from the V/Line brand. Ultimately purple was chosen as it was clearly recognisable, bright and worked harmoniously.
with other colours. Thus, the rebrand decision was to make the V/Line’s regional transport colour purple. The method of analysis of the later addition of green on the livery remains a mystery. Interviewees report that the green was a surprise to the marketing team as the VLocity trains just arrived with green on the seats with the decision maker and decision making process unknown (4.3C.3.6).

Purple appears to be a unique choice for a railway brand, however it is arguably a colour that attracts attention, as Hynes (2009) states that purple may be a appropriate choice for a company that wishes to ‘shock’ consumers. In terms of international colour associations, research suggests that purple is associated with expensive products by consumers from Japan, PRC, whilst United States consumers associate purple with inexpensive products (Madden, Hewett & Roth 2000).

However, purple may not be as inappropriate as it may first appear. Research has identified that purple with red (such as V/Line’s logo) is sometimes perceived to have personality correlates of passionate, playful and exciting. Additionally, purple with green (as is found on some of V/Line’s livery), has been found to have correlates with the attributes of stability and contemplation (Hynes 2009).

6.3B&C.5.10 MTM Logo and Livery

Section 4.3B.4.8 provides illustrative evidence of MTM’s logo and livery changes. This section now interprets this data.

In Figure 4.21 illustrating the logo transition from Connex to Metro, Connex appear to have chosen a rudimentary type of balanced logo, with a spacial balance between the logo and name. Metro have not included a symbol as such, although they have incorporated a large ‘M’ beside their name (on livery), and above their name on associated logos. Their logo is thus primarily typographical (Buttle & Westoby 2006). The actual layout of the word indicates symmetric design as the element of M is identical on one side of the axis to the other side (in this case the equal transposition above the name). Also the name itself holds a symmetry as the five letters balance around the T in the centre. Graphic design literature suggests that symmetry confers ‘pattern goodness’, and increases positive affect (Henderson & Cote 1998). Additionally, the configuration of the M appears designed to add logo depth as the typeface appears to be designed to induce a 3D effect. Complexity and representativeness are both elements of depth, so it has sometimes been criticised as affecting recognition (Henderson & Cote 1998), although it seems relatively clear in Metro’s case.
The predominant colour of MTM’s logo and livery is blue. Although the franchisees created the logo and complementary livery design under the auspices of their franchise bid, the colour blue had previously been designated for trains within the overall colour scheme identified for different modalities (Section 5.3.7).

Given the focus on functional improvements, blue seems to be appropriate, as brands with a blue logo more readily convey functional perceptions (Bottomley & Doyle 2006), as well as qualities of dependability and constancy (Kaikati & Kaikati 2003). Famously, blue is also the dominant colour of Fortune 1,000 company’s logos (Kaikati & Kaikati 2003).

As discussed in Section 4.3C.4.9, shortly after the interview with MTM for this research was conducted, PTV undertook a rebrand across the entire Victorian transport modalities. The PTV logo was added onto all public transport rolling stock. Thus, there was a dual rail branding incorporating Metro & PTV. This rebranding exercise largely consisted of adding PTV to the front of trains where Metro had previously been situated, as depicted in Figure 4.24.

Section 4.3B.4.8 also identified that the diamond shaped livery design (‘prism’) was designed to be a ‘Melbourne graphic effect’ (Figure 4.23). One of the prism effect objectives was to engender a certain local patriotism. As such it is consistent with the use of ‘Melbourne’ in the brand name, where geographical brand names have been found to appeal to consumers with a close affinity/association with the area (Turley & Moore 1995).

Additionally, Section 6.3.5.8 identified the reassertion of government ownership through the inclusion of NSW Transport with the Sydney Trains logo. Similarly, the PTV brand essentially reasserts the government influence (& control) of Victoria’s transportation systems and assets.

As identified in Section 4.1.4.2, although the private operator developed the brand elements as a requirement of their franchise bid, all intellectual property is retained by the Victorian Government, and not the private operators of MTM (Transport 2008). The state, through PTV therefore exercised their right to use the intellectual property and appropriated the ‘prism’ effect to use across their network. This feature has been most notable in the rebrand with the integration of the ‘prism’ style livery (that was initially created by MTM during the franchise bid) adapted for all public transport modalities in the colour that had been reserved for each modality.
6.3B&C.5.11 Implications for Theory
This interpretation identified that the logo schema provided by Henderson and Cote (1998) provides a valid reference for identifying the types of logos that corporations use. This section identified the classifications of name and logos for different AROs in relation to this schema. The analysis and interpretation of ARO logos shows a surprising diversity of logo types. Aurizon have opted for abstraction with their depiction of the Australian map, Sydney Trains have adopted an active logo design, PTV’s purple livery may suggest a passionate, playful image, whilst MTM Metro Trains Melbourne (MTM), has a complexity bestowing very broad associations, which coupled with the ‘Melbourne graphic effect’ demonstrates a preference for patriotic symbolism. Further research into the effectiveness and desirability of such logo diversity is therefore warranted.

6.3B&C.5.12 Implications for Policy and Practice
The discussion of how to build a strong brand identity in Section 2.2.4 identified that the construction of a strong symbol provides cohesion and structure to the brand identity. Strong symbols assist both brand recognition and recall and well-designed logos expedite corporate recognition (Matusitz & Cowin 2014). Well-designed logos can be further enhanced by visual metaphors. Further, the brand symbol is considered to be of fundamental importance in creating and maintaining brand equity (Aaker & Joachimsthaler 2000).

This interpretation of findings identified that the Aurizon’s stylised symbol may be far too abstract for many stakeholders to be able to interpret that it is a map of Australia. Organisations that opt to have symbols of real objects may be better advised to design logos that are more realistic and ‘representative’. Research has identified that logos that are more representative than abstract, ‘increase familiar meaning and correct recognition’ (Henderson & Cote 1998).

A fundamental aspect of managing a brand is managing its symbolic meaning (Hatch & Schultz 2009). In future branding, therefore, Aurizon may wish to make a symbolic map of Australia that is more representative to enhance brand recognition and recall. As stakeholders in Australia are evidently having trouble recognising the logo, and a key objective for Aurizon is to increase offshore business, it may be pertinent for the organisation to consider making their symbolic logo more representative so that people in these countries will more readily recognise the logo as a map of Australia and hopefully append positive ‘country of origin’ brand associations with them.
The evolution of both name and logos also shows an interesting pattern of moving away from strong associations of government control, and then back to these associations again. It appears that the contemporary trend is that government stakeholders have a desire to convey a contemporary image (e.g. MTM’s franchise bid mandate to design their own logo), whilst at the same time clearly announcing government control / ownership through dual logo branding (e.g. PTV). This further supports the finding of pervasive government control in ARO rebranding discussed in Section 6.1.

6.4 CERF – Implementation

This Section discusses the implications of findings in Section 4.4 and cross case findings presented in Section 5.4 pertaining to RQ3: How do AROs undertake internal branding and external branding?

As discussed in Section 2.3.2, within the CRF, a fundamental component of internal branding is the planning / execution of communication and training to internal customers (Daly & Moloney 2004, p. 34):

...having discovered the attitudes of internal customers, a company must now develop both communication and training programmes to a) gain the support and commitment of employees and b) train employees in the... companies policies and procedure.

Section 6.4.1 therefore discusses the internal branding communication and training of AROs identified in Section 5.4.1, Table 5.12 & Section 5.4.2, Table 5.13. Section 6.4.1 (6.4.1.1 to 6.4.1.5). This section relates to the Implementation Section of the CERF (Section 2.7.2, Figure 2.21). Section 6.4.1 proceeds as follows: Internal Branding (6.4.1), Internal Branding Communication & Alignment for Employees to ‘Live the Brand’ (6.4.2), Internal Branding – Training (6.4.3), Internal Branding Discussion (6.4.4), Implications for Theory (6.4.5) and Implications for Policy & Practice (6.4.6).

Section 6.4.2 is based on the Brand Identity Model (Aaker & Joachimsthaler 2000), that was discussed in Section 2.2.3. Muzellec & Lambkin (2006) stated that the fundamental reason for corporate rebranding and changing marketing aesthetics is to positively enhance
stakeholders perception of the brand. Brand perceptions are conveyed via a ‘brand promise’ (Maruca et al. 1995), which is aligned to the organisation’s strategic vision and culture (Aaker & Joachimsthaler 2000). Of particular value to brands then are the ‘strong, favourable, and unique brand associations’ (Keller 1993) that convey the brand promise to stakeholders. An organisation’s brand promise is translated through their ‘brand identity’ which is comprised of a number of brand associations. Section 2.2.3 discussed these associations through the lens of the ‘Brand Identity Model’ (Figure 2.4).

Section 6.4.2 therefore provides a fine-grained interpretation of the constituent elements underpinning AROs’ brand identity regarding the brand identity model (Aaker & Joachimsthaler 2000), and through findings related to Section 5.4.7.2, Table 5.16. The interpretation of Brand Identity proceeds as follows: External Branding: Brand Identity (6.4.2), Strategic Brand Analysis (6.4.2.1), Brand Identity – Core, Extended and Brand Essence (6.4.2.2), Brand as Product, Organisation, Person and Symbol (6.4.2.3), Anthropomorphic Agents or ‘Biological Metaphors’ (6.4.2.4) Brand Heritage / Nostalgic Associations (6.4.2.5) Implications for Theory (6.4.2.6) Implications for Policy and Practice (6.4.2.7).

### 6.4.1. Internal Branding

This section identifies a lack of branding communication with employees, very little internal branding, training that focuses primarily on operational issues, and dissonance between reported training and actual training. It also considers issues of employee pride as well as downsizing of marketing departments following the rebranding.

#### 6.4.1.1 Internal Branding Communication and Alignment for Employees to ‘Live the Brand’

The findings identified that very little to no consultation prior to the rebranding had been undertaken with staff at Aurizon (Section 4.4.1.1), Sydney Trains (4.4.2.4), and V/Line (4.4.3.2).

Additionally, the findings revealed that overall most managers interviewed believed that AROs undertook relatively limited to no Internal Branding with employees during the rebranding process (Section 5.4.1).

In saying this, it should be noted that AROs have made some efforts, for example MTM created videos for the family to understand what their familial rail worker does (Metro TV),
Chapter 6 – Discussion and Interpretation of Findings

as well as Metro Express – newsletter (Section 4.4.4.3). Additionally, Sydney Trains management had a strong view that the introduction of new uniforms assists both internal and external branding (4.4.2.7). Aurizon created corporate videos describing the rebranding for corporate communications and to be used for inductions as well as the regular ‘Shine’ magazine (4.4.1.2; Figure 4.11).

However, despite the external appearance of these initiatives, managers identified that little real internal branding had been undertaken to align the corporate culture to the ‘refreshed’ brand image, i.e. Very little of it internally (Janine); somewhat tokenistic (Luke); It wasn’t widely supported… wasn’t a lot of focus on internal at all (Caroline).

6.4.1.2 Internal Branding – Training

Interview conversations pertaining to training were informative, however sometimes bewildering in the context of publicized media information and information in annual reports. Section 5.4.2 identified that most training seems to have been primarily focused on operational performance / issues to a far greater degree than any initiatives designed to assist employees to ‘live the brand’. For example, Aurizon’s training appears to have been focused on safety issues and improving operational efficiencies. V/Line do not appear to have undertaken any specific training at the time of the rebranding. MTM’s training focus was on improving the quality of platform announcements, as well as train driver announcements to rail passengers. Sydney Trains was somewhat confusing as the annual report stated 1,800 staff had received customer service training (Government 2013), whilst a senior manager was adamant that they hadn’t, and in fact the training (up until that time), had been constrained to several hundred-train drivers ‘elocution lessons’.

6.4.1.3 Internal Branding Discussion

The literature review (Chapter 2) highlights the overwhelming emphasis that scholarly researchers place on internal branding and aligning employees to the corporate brand, both during building corporate brands and during rebranding. For example, the third element of the rebranding model, namely ‘Rebranding Process’, highlights the need for corporate brands to appeal to both internal and external stakeholders (Muzellec & Lambkin 2006). Further, it is posited that a corporate brand cannot be strong externally unless it is first rooted internally. If the brand core values are not embedded internally, it undermines the corporate brand’s foundation and ‘the corporate brand promise then becomes nothing but a slogan’ (Urde 2009, p. 634).
This premise is found across a number of sectors including non-profit organisations (NPOs). Specifically, NPO managers need to undertake internal branding that induces staff to become emotionally engaged with the brand, feel connected to the brand, and become effective brand representatives. Further, charismatic leadership increases the likelihood of stronger staff brand attachment and service engagement (Chapleo 2015).

Internal branding (sometimes referred to as internal marketing) is a crucial activity that aligns employees to deliver the promised service (Punjaisri & Wilson 2007). It assists employees to take ownership and authentically ‘live the brand’ (de Chernatony 2002), and to project the brand personality (Keller & Richey 2006). Section 2.3.2.2 highlighted the importance of an organisation wide ‘buy-in’ to effectively implement a constructed brand identity. However, it is evident that these activities occurred at a very minimalistic level in most AROs.

This minimalistic approach is markedly different from internal communication strategies reported from successful rebranding strategies. For example, the privatisation process of El Al airlines was characterised by a mixture of formal, structured and informal internal communication messages. The new corporate image was formally communicated through the human resources management and public relations, supported by design and implementation of clear processes that employees in prescribed roles could readily follow. An internal newsletter was regularly published with clear reports on progress, ongoing rebranding success and structural changes taking place or planned for future implementation. Informal company days (employee recreational activity days) encouraged employees from different departments to meet and share their knowledge and experiences in an open and free environment helping to break down silos and build tacit knowledge (Herstein, Mitki & Jaffe 2008).

El Al management identified that in a high service culture they needed to see employees as the company’s most important resource, and treat them accordingly. They recognised that employee participation would underpin the creation of a premium service culture. Management also encouraged employee participation in co-creating general principles and guidelines with a view to empowering employees as authentic brand ambassadors (Mitki & Herstein 2011).

To facilitate this collaboration, El Al management established an ‘open door’ policy encouraging direct interaction of employees at any level to meet with members of senior
management, including the CEO, to express any question, suggestion or complaint. The premise was to demonstrate a real commitment to forging collaborative relationships between management and staff. The outcomes included increased employee pride, and a solid reputation that El Al is a fair and sensitive employer that supports its employees. Additionally, company employees are extraordinarily committed and motivated to undertake their duties in accordance with El Al’s strict, high standards. Consequently, El Al is a highly sought after employer that has effectively created an exclusive image as a leading national company (Herstein, Mitki & Jaffe 2008).

In this context, the importance of the CEO or top executive championing branding and internal branding (Aaker 2014) appears to have been largely unfulfilled in many AROs. This is particularly the case where the environment is characterised by massive restructuring, workforce layoffs, vigorous enterprise bargaining culminating in court cases with ‘landmark’ decisions further igniting angry unions and employees, while executives such as Aurizon CEO Lance Hockridge remuneration skyrockets to among the highest paid executives in Australia (Section 4.5B.1.2).

In summary, it appears that AROs have generally succumbed to the common corporate rebranding failure of focusing on external rebranding without an aligned internal branding commitment. The potential effect of this is explicated in the following statements (Causon 2004, p. 300):

Many organisations undertaking a rebranding activity spend too much time on the external face of the organisation, but failure to get it right internally will result in the external becoming nothing short of wallpaper, papering over the cracks. Internal rebranding is a long-term, high-risk dependency strategy that takes guts, commitment and buy-in from all stakeholders, it is not just the province of the marketing department. Essentially internal branding represents the spirit and culture of an organisation.

The lack of internal branding thus perhaps points to a lack of spirit in some AROs with some managers reporting that employees felt the rebranding was somewhat superficial and there was a degree of cynicism towards it (Section 5.4.2; Table 5.11).

Additionally, a cross – case analysis in Section 5.4.3 identified that managers noted many long-term employees had deep feelings of pride in their past and current roles in the organisations. However, several senior managers during interviews, particularly at Aurizon and Sydney Trains, stated that their organisations had essentially unacknowledged this
inherent pride, and had done nothing to leverage this intangible asset. Further, there were suggestions that longer-term employees had been particularly pinpointed for ‘voluntary redundancies.’

It is probable therefore that many AROs have missed a golden opportunity during the rebranding process to identify, acknowledge and leverage this inherent pride to assist a more positive corporate culture both during and post the rebranding exercise. The failure to identify and yoke this long-term employee emotion of pride is especially curious and somewhat ironic, given many ARO managers stated belief that the key to creating a more positive corporate culture in their organisations was to enhance employee pride (5.5B.6).

Additionally, in many instances, the ARO marketing department was expanded purely for the intensive period of launching the external rebrand only to be swiftly downsized, often to single marketing personnel or sometimes, general communications representative following the launch date. The literature makes it clear that internal branding is far more than briefing management, holding some employee meetings, and providing general communications about the brand. Internal branding needs to be championed by senior management who demonstrate commitment by ensuring the organisational branding marketing efforts are coordinated with effective organisational change management principles. Middle managers need to be empowered and supported to lead internal branding initiatives and embed behaviours that help employees align to and deliver on the brand promise. The process of ensuring a brand promise becomes reality needs coordinated planning and implementation throughout the organisational structure to embed appropriate leadership and employee behaviours and practices with the brand (Tosti & Stotz 2001).

The organisations employees are of primary importance where firms are mainly service orientated (such as rail). As employees portray the corporate brand image, where employees are competent, responsive, interested in customers, engaged, and empowered, the corporate brand will generally generate more respect, liking, and subsequently loyalty. This highlights that the culture driving employee behaviour and senior management attitude is critically important and is largely defined by the example and representation of senior executives or corporate founders (Tosti & Stotz 2001).

6.4.1.4 Implications for Theory
The fact that AROs do not undertake robust internal branding informs Corporate Rebranding theory by identifying what organisations do or don’t do in internal branding practice during
rebranding strategies / implementation. Of additional import is the lack of specific training to engender employees to ‘live the brand’, as well as actual versus reported training. The lack of identified internal marketing and training does not align to best practice rebranding principles as identified in Principle 4 of the Six-Principle Schema for Rebranding, ‘A company applying a high level of brand orientation through communication, training and internal marketing is more likely to have effective corporate rebranding’ (Merrilees & Miller 2008, p. 541).

6.4.1.4 Implications for Policy and Practice

The literature overwhelmingly identifies the importance of engaging employees and aligning internal processes to the brand to exude the desired brand personality and authentically deliver on the brand promise. This ‘internal branding’ has not been a central focus of AROs during their rebranding strategy. AROs should note that ‘strong brands do not just happen. Rather, they result from the creation of winning brand strategies and brilliant executions from committed, disciplined organizations’ (Aaker 1996, p. 358).

It has been difficult to identify a committed, disciplined approach from AROs to internal branding. AROs seeking to rebrand in the future may therefore wish to undertake internal branding strategies to align their corporate culture to the rebrand. This may include identifying appropriate training to more quickly align employees to the rebranding vision, communicating effectively before, during and after rebranding and identifying and amplifying tacit, longer term employees with deep organisational pride who could potentially become internal and external brand ambassadors.

Section 2.3.3.4 discussed the 4th principle of corporate rebranding (Merrilees & Miller 2008) and identified the critical importance of leadership in facilitating internal branding. As discussed in this Section (6.4), there appears to be a dearth of strong leadership championing internal branding in AROs. As discussed in Section 2.2.3, rebranding strategies require leaders that inspire employees and other stakeholders to be able to fulfil an organisation’s lofty brand aspirations (Aaker & Joachimsthaler 2000).

Therefore, it is suggested that in future ARO rebranding strategies, very senior managers take a more active role as brand champions and role models upholding the brand vision. In particular, they should assist to drive internal branding to expedite the sought-after positive ‘transformation’. Lastly, they should inculcate organisational pride within the new rebranding strategy.
6.4.2 External Branding: Brand Identity

Chapter 2 (Section 2.2.3) presented the Brand Identity Model and discussed how the components of brand identity are constructed. The authors assert that developing a strong brand identity provides numerous benefits (e.g. richer, more accurate reflection of the brand, guides decision makers, removes ambiguity, inspiring to employees).

Section 5.4.8 presents a cross case analysis of AROs’ formulation of brand identity derived from the preceding analysis of numerous branding elements in Chapters 4 and 5 (as described in Section 5.4.8). These findings are interpreted in Sections 6.4.2.1 to 6.4.2.5 relative to the recommendations of the Brand Identity Model, and the implications for theory and policy and practice are presented in Sections 6.4.2.6 and 6.4.2.7.

6.4.2.1 Strategic Brand Analysis
The strategic brand analysis (Section 5.4.8.1) identified that of the three recommended levels of analysis in the Brand Identity Model, (i.e. Customer Analysis, Competitive Analysis and Self Analysis), Sydney Trains and V/Line undertook a definable customer analysis, whilst Aurizon was limited, and MTM essentially non-existent. Only V/Line undertook a rudimentary competitor analysis. Sydney Trains, Aurizon and V/Line undertook a limited self-analysis and MTM none.

6.4.2.2 Brand Identity – Core, Extended and Brand Essence
Section 5.4.8.3 correlated annual reports and Customer Service Charters to derive what may be construed as core, extended and brand essence dimensions of brand identity. Within these parameters then all AROs were found to have articulated in some manner statements that could be aligned to core, extended and brand essence. To what extent however the essential vision ‘expresses the brands’ soul’ (Aaker & Joachimsthaler 2000) is difficult to subjectively determine. Perhaps however, MTM’s vision ‘a proud railway for everyone, everyday’, conveys more of the spirit in which they see their brand essence to be conveyed than ‘connecting’ (V/Line), ‘customer-focused’ (Sydney Trains) and ‘grow’ (Aurizon).

6.4.2.3 Brand as Product, Organisation, Person and Symbol
Section 5.4.8.3 identified that all AROs had a major focus on improving product and service efficiencies including new rolling stock, more air-conditioned carriages and major infrastructure upgrades. This is appropriate, as ‘the essence of implementation requires the alignment of the functional components to the revised corporate brand’ (Merrilees & Miller
2008, p. 545). It is however unclear how these functional components have been incorporated into a cohesive ‘brand as a product’ branding message.

Additionally, within the product scope, no rail organisations embedded a ‘country of origin’ component into their rebranding. Naturally, as the passenger rail organisations are not internationally competitive, this may be expected.

AROs also have identifiable ‘brand as organisation’ elements. However, in terms of ‘brand as a person’ (brand personality, customer/brand relationships), brands do not appear to have a unique brand personality, and there are no particularly identifiable customer/brand relationships with most organisations. V/Line may be the exception to this where there appears to be a higher level of customer loyalty.

In terms of brand as a symbol (visual imagery/metaphors and brand heritage), it is evident that (as discussed in Section 6.2.1), AROs have strongly invested, indeed one could argue (in terms of revolutionary rebranding), staked their future on dramatically changing the visual imagery components of their symbol. Particularly in terms of completely changing their name (Aurizon, Sydney Trains & MTM), and changing their livery and logo (MTM and Sydney Trains).

However, AROs have not incorporated metaphors into their brand identity or messages. This is discussed in greater detail in the next Section (6.4.2.4). Surprisingly, given the long heritage of AROs, they have not incorporated brand heritage elements into their rebranding written or visual imagery either. This is discussed in greater detail in Section 6.4.2.5.

6.4.2.4 Anthropomorphic Agents or ‘Biological Metaphors’
The symbol component of the Brand Identity Model includes the use of metaphors. Although AROs have not incorporated metaphors into their brand identity, as discussed in findings Section 5.2.4, it is interesting that several ARO managers described their organisations’ rebranding odyssey through the lens of anthropomorphic agents. Specifically, the ‘biological metaphors’ expressed by managers to describe their actual or desired rebranding transformation were discussed in 4.2.1.6 (Aurizon), 4.2.2.5 (Sydney Trains), 4.2.3.5 (V/Line), 4.2.4.5 (MTM) and synthesized in a cross case analysis in Section 5.2.4.

Humans universal and centuries old predilection to anthropomorphise symbols and ‘special’ objects into palpable entities was discussed in the literature review (Section 2.1.3). More specifically, anthropomorphic practice in marketing was discussed in Section 2.1.3.2.
Essentially, the human penchant to anthropomorphise brands and consumers’ willingness to create brand relationships provides a potent emotive cauldron for marketers to brew a unique, magnetic ‘brand personality’ (BP). In this context, creating brand personality includes ‘personifying’ a brand with ‘intentional behaviours’, so that it essentially becomes ‘alive’ (Aaker & Fournier 1995).

In addition to aligning human personality traits to brands, practical marketing application replete with images of brand animals demonstrates, and academic research asserts, that animals can be effectively utilised as anthropomorphic agents to achieve brand personification (Brown 2010; Cayla 2013; Cohen 2014; Connell 2013). It is therefore curious that ARO managers organically described their brands through the lens of animal anthropomorphic agents.

Creating a brand flavoured by a unique brand personality and dripping with strong symbolic meaning provides many strategic organisational and sustainable competitive advantages. Brands perceived to have inherent symbolism consistent with a consumer’s own assessment of their actual or desired self-identity are more likely to be purchased. Additionally, brands imbued with BP increase brand trust (Sung & Kim 2012) thereby increasing consumers’ loyalty and organisational brand market share (Malär et al. 2012).

6.4.2.5 Brand Heritage / Nostalgic Associations

Brand Heritage / Brand Nostalgia factors for each ARO were presented in Sections 4.4.1.4, 4.4.1.10 (Aurizon), 4.4.2.12 (Sydney Trains), 4.4.3.6 (V/Line) and 4.4.4.5 (MTM). These brand heritage elements were summarised in a cross case analysis in Section 5.4.6. The key finding was that AROs had not invoked rail heritage associations into branding or rebranding efforts and there was surprisingly little interest in doing so. The exception to this may have been V/Line who referred several times to their country values and the deep historical associations that consumers felt towards the brand.

The recommendation for organisations to incorporate brand heritage elements has been identified and discussed within the Brand Identity Model (brand as a symbol component) in Section 2.2.3, and 5.4.8.3. Additionally, within the discussion of the Customer Based Brand Equity Model, in Section 2.5.2, Keller (2001) advocates that organisations with heritage incorporate into their brand imagery elements that relate to their history, heritage and experiences. Clearly this has not been undertaken in ARO branding.
Further, the literature review (Section 2.2.5) provided a review of heritage branding and identified many benefits associated with heritage branding. This included increasing authenticity and credibility to the value proposition for consumers, as well as making the brand more attractive for potential employees and enhancing internal commitment and pride.

It could be reasserted at this stage that Muzellec and Lambkin (2006) believe that renaming a corporation may delete positive and nostalgic brand images and associations. It is therefore surprising that although 3 of the 4 AROs researched changed their names, they have not incorporated any other heritage elements within their visual / symbolic branding elements to mitigate this possibility.

In fact, the findings are that AROs have in the main deliberately eschewed heritage elements in both their name changes and symbolic visual imagery to shed past negative associations and focus on future aspirations. This sentiment is succinctly summed up in the quote by Aurizon CEO Lance Hockridge, ‘The business of the company is moving forward rapidly. It makes sense that we take a new name forward with us that embraces our future’ (Aurizon 2012, p. 1).

As discussed in Section 6.3.5.2 however, QR National chairman, John Prescott stated that although the name Aurizon represented a symbolic departure from the past, the 147 year history and knowledge would be retained (Hurst 2012, p. 1). Indeed, given the 147-year rail history prior to being rebranded to Aurizon, one can only assume that there must be many positive heritage elements that could be incorporated into the branding. The interviews with senior managers however made it very clear that other than a reference to the history on the website and in some publications, there were no attempts to retain brand heritage elements either in the marketing aesthetics, or within the corporate culture. An obvious assumption is that senior management must not have identified heritage elements that were felt to be strong enough to denote a positive heritage. Alternatively, it is possible that ARO executives are unaware of the power to create competitive advantage through exploiting heritage associations.

The philosophical orientation of moving forward from the past, looking in a forward direction, focusing on the future (without dwelling on the past), was a typical response from three of the four AROs (Aurizon, Sydney Trains & MTM). However, this view seems to be incognisant of the fact that corporate heritage brands enjoy an omnipresence of time,
encompassing the past, the present and the future (Balmer, Powell & Balmer 2011a). Indeed, the essence of heritage branding is for an organisation to go forwards whilst imbued with a meaningful past that evokes a perennial brand promise (Urde, Greyser & Balmer 2007).

Lastly, Chapter 2 (Section 2.2.5), identified there is a ‘mass market’ in the United Kingdom catering to customers with nostalgic rail reminiscences (Strangleman 2002). In fact, there is the suggestion that British railways has embedded nostalgic notions within the nations psyche (Strangleman 1999).

Some Australian rail executives seem to have a far different opinion of customers with deeply embedded interest in, and nostalgic associations of transport, as the following interviewee quotation attests:

*So we’ve got people all the time looking at blogs on transport, there are a lot of transport freaks out there that want to talk endlessly about buses or – I shouldn’t say freaks. Obsessives. Transport obsessives out there (Susan).*

In fact, some observed visceral interviewee reactions of the necessity to move forward and eschew the past, as well as a patronising, bewildered view of ‘transport freaks’, makes one ponder whether some ARO managers are in fact embracing the opposite notion of nostalgia in Australian rail, namely ‘nostophobia’ (Strangleman 1999).

**6.4.2.6 Implications for Theory**

The case study findings and interpretation in particular add to the literature aligned to the Brand Identity Model. They extend the body of knowledge relating to the level of analysis that organisations undertake prior to rebranding, how they describe their core, extended and brand essence and how they construct their image in terms of product, organisation, person and symbol. They also identify that, although AROs do not describe their brand personality using metaphors, senior managers organically relate to their own brands in this manner.

Lastly, they identify that where organisations are focused on rebranding to propel them towards a future vision, they will often abandon, or fail to incorporate heritage elements even though their organisation may have a 147-year old history.

Additionally, it is argued that AROs have failed to integrate Principle 1 of the Six-Principle Schema for Rebranding (Merrilees & Miller 2008, p. 540):
...designing a suitable brand vision for the corporate rebrand should balance the need to continue to satisfy the core ideology of the corporate brand, yet progress the brand so it remains relevant to contemporary conditions.

Given the importance of constructing brand identity to the process of rebranding, it is posited that this is an important component to add to the CERF. Thus ‘brand identity’ and its important constituent elements have been added as an expanded component of the ECRF (Section 6.81, Figure 6.15).

**6.4.2.7 Implications for Policy and Practice**

**Strategic Brand Analysis**

The Brand Identity Model posits that it may be perilous for organisations not to undertake a detailed level of analysis. A detailed level of analysis entails three analyses, a customer analysis, a competitor analysis, and a self-analysis. It is evident that although all AROs undertook some level of strategic brand analysis, none of them completed the recommended three levels of brand analysis.

AROs that undertake future rebranding therefore may wish to consider the merits of undertaking a comprehensive strategic brand analysis.

**Brand as Product**

The major focus on improving train services and rail infrastructure is appropriate as there were many deficiencies in Australian Rail services as demonstrated by the factors underpinning Sydney Trains ‘fixing the trains’ initiative, and as identified in poor international benchmarking results (6.3.4.5). Striving for continuous operational improvement is thus an essential ongoing practice if AROs truly wish to achieve ‘world class’ status. However, it is recommended that these functional enhancements are more clearly embedded into a brand personality and brand essence message (than for example, ‘moving a nation’ – Aurizon).

In terms of no passenger rail organisation embedding a ‘country of origin’ component into their rebranding, prima-facie this would seem appropriate as Australian passenger rail organisations are not internationally competitive.

However, it is posited here that Australia as a tourism destination is internationally competitive, and given the large number of international visitors that come to Australia, in particular, Melbourne and Sydney, it may not be remiss to include a country of origin
component into the rebranding of Sydney Trains, MTM and perhaps even V/Line. This country of origin component may include more ‘Australiana’ symbols, motifs and metaphors to strengthen a welcoming / authentic feel. In this regard, the heritage / nostalgic branding elements discussed in Section 6.4.2.5. may be salient. This may be particularly beneficial for the Air Link service that departs from (and arrives) at Sydney airport (as well as the mooted future Melbourne air link).

Additionally, in terms of Australian freight rail, although Aurizon’s name is a neologism of Australian and Horizon, and the logo includes a stylised map of Australia, the interviews identified that many staff members felt this association was not readily recognisable by the public. It is therefore suggested that if the public in Australia have difficulties recognising the name and logo as quintessentially Australian, the probability of citizens of the countries that Aurizon wishes to expand into (particularly China and India) would have a particularly hard time recognising them as Australian. Aurizon may therefore also wish to consider creating a more readily recognisable ‘country of origin’ component to their branding.

**Lack of Brand Personality**

The analysis of AROs’ formulation of their Brand Identity compared to the Brand Identity Model identifies that although AROs have focused on enhancing operational efficiencies (product), AROs have not embedded all the elements necessary to create a strong, unique brand personality. It is possible that ARO managers do not fully appreciate the possibilities of Consumer Brand Identification (Stokburger-Sauer, Ratneshwar & Sen 2012), where consumers can develop a deep sense of belongingness to a brand (Lam et al. 2010).

Given the stated advantages of BP, ARO managers may benefit from considering embedding a unique brand personality into their corporate brands. The BP is largely driven by the vision that is extended to customers, employees and other stakeholders. As discussed in Section 2.1.2.4, ‘Your brand needs to have a brand vision: an articulated description of the aspirational image for the brand’ (Aaker 2014, p. 25). As posited in Section 6.4.2.2 however, except for MTM no ARO has a brand vision that could be realistically considered an ‘aspirational image’.

**Metaphors**

ARO brand personalities are primarily vague with an absence of a powerful, unique brand personality. In fact, a senior manager asserted that AROs have no brand
personality at all. The vague and tenuous nature of ARO brand personalities indicates that AROs’ primary focus has been the operational functionality of their rail service, with minimal projection of any emotive element. It is therefore difficult to identify AROs as brands that project an emotive component portraying a company with a soul (Aaker & Joachimsthaler 2000).

Some senior rail managers eschewed the notion that a rail organisation could have a personality at all. It appears they are incognisant of the fact that some rail organisations embedded human metaphoric branding into their rail identity over a century ago. Section 2.1.3.1 discussed the extraordinary success of the creation of the fictional character, ‘Phoebe Snow’ into the livery and advertising of the Lackawanna Railway (Botkin & Harlow 2015; Grant 1994; Kitch 2005; Larson 1950; Schafer 2003).

Additionally, the semi structured interviews revealed that other ARO senior managers readily associate their brands with human or animal ‘biological metaphors’ (anthropomorphic agents). As ARO managers have (often extemporaneously) correlated their organisations rebranding odyssey to animal anthropomorphic agents, it may be salient to suggest that pursuing potential ‘biological metaphors’, may be a fruitful endeavour to enhance ARO BP. In particular, AROs may benefit from brand evocation of either human or animal anthropomorphic agents to convey a strong, unique Brand Personality that comes ‘alive’ through personification with ‘intentional behaviours’ (Aaker & Fournier 1995).

The literature states that brand personality is both a practical and ‘requisite’ marketing device (Freling, Crosno & Henard 2011). It is therefore suggested that ARO managers should consider enhancing ARO brand personality. As discussed, incorporating biological metaphors may significantly assist with this process. In this regard, given their natural affinity with biological metaphors, some of the AROs’ own senior managers may provide a fecund pool of visionary ideas from which to stimulate the brand personification genesis.

**Brand Heritage**

This discussion has clearly identified that very few if any AROs incorporate Brand Heritage elements into the rebranding. Section 2.2.5 identified that there may be numerous benefits in incorporating brand heritage elements into the brand. Most
importantly, brand heritage can offer a potent mechanism to enhance both corporate reputation and stakeholder perceptions (Wiedmann et al. 2013).

Given the long history of AROs, it is suggested that their brand identity may be further supported by selectively choosing positive brand heritage elements. As identified in Section 6.3.5, three of the four rail organisations have incorporated geographic name conventions into their revised brand name. This implies that they are seeking to stimulate feelings of belongingness in stakeholders by enhancing patriotic connections to the region. This could be further enhanced by incorporating selected brand heritage marketing aesthetic elements.

Additionally, the irrelevance given to ‘transport freaks’ together with the disavowal of brand heritage elements, perhaps disregards the potential for Australian Rail to build strong brand communities (discussed in Section 2.1.3.4). Brand communities often form around brands with a rich heritage (Muniz Jr & O’Guinn 2001). Development of ARO brand communities would allow stakeholders to demonstrate their brand preference feelings (Veloutsou & Moutinho 2009), deepen emotional brand connections (Bagozzi & Dholakia 2006) to the extent of creating ‘fiercely loyal’ stakeholders (Lemon, Rust & Zeithaml 2001). In fact, ARO managers may wish to meditate on the statement that brand communities are the ‘Holy Grail of brand loyalty’ (McAlexander, Schouten & Koening 2002, p. 38). Of import to AROs is the fact that brand communities often directly enhance brand equity (Muniz Jr & O’Guinn 2001).

6.5 CERF – Implementation

This Section discusses the implications of findings in Section 4.5 and cross case findings presented in Section 5.5 pertaining to RQ4: What is the effect of rebranding on ARO corporate culture?

The ‘Model of the Rebranding Process’ (Muzellec & Lambkin 2006) discussed in Section 2.3.1 in the rebranding process section, provides some consideration to implementation in terms of internal branding strategies and consideration of external branding marketing strategies. It does not however cover the depth of implementation issues discussed in this section.
The implementation discussed here probably has the closest description in principle 5 of the Six-Principle Schema of Corporate Rebranding ‘A successful company having a high level of integration and coordination of all aspects of the marketing mix, with each brand element aligned to the corporate brand concept in its corporate rebranding strategy implementation, is more likely to have effective corporate rebranding’ (Merrilees & Miller 2008, p. 542).

An implementation phase is not presented in the Corporate Rebranding Framework (Daly & Moloney 2004). The numerous issues presented in this section however identifies that implementation is a core and necessary consideration of a rebranding strategy and thus an extension to the Corporate Rebranding Framework is warranted, and is discussed in greater detail in Section 6.8.

Additionally, an implementation phase is not presented in the ‘Rebranding as a Continuum’ descriptive model i.e. ‘The initial study has addressed the first objective of the paper which was to understand the drivers of the corporate rebranding phenomenon. It has not, however, addressed the issues concerned with the implementation process and brand communication’ (Muzellec & Lambkin 2006, p. 813). The CERF presented in Section 2.7.2 therefore introduced an ‘implementation’ phase as an integral component of the rebranding process.

Section 6.5.1 therefore discusses the corporate culture changes of AROs from rebranding, identified in Sections 5.5.1 to 5.5.6. which relates to the Implementation Section of the CERF (Section 2.7.2, Figure 2.21). Section 6.5.1 proceeds as follows: Rebranding Implementation: Corporate Culture Changes (6.5.1), Workforce Diversity (6.5.1.1), Corporate Culture Changes (6.5.1.2), Workforce Restructuring (6.5.1.3), Implications for Theory (6.5.1.4), Implications for Policy & Practice (6.5.1.5).

Section 6.5.2 discusses innovative marketing strategies that have helped some ARO’s to significantly enhance patronage during non-peak transit times, as follows: Innovative Advertising (6.5.2), V/Line Innovative Advertising (6.5.2.1), MTM Innovative Advertising (6.5.2.2), Implications for Theory (6.5.2.3), Implications for Policy & Practice (6.5.2.4).
6.5.1 Rebranding Implementation: Corporate Culture Changes (Influence on Rebranding & Impact of Rebranding on Corporate Culture)

This section identifies issues relating to workforce diversity, corporate culture changes, workforce restructuring and the implications for theory & practice.

6.5.1.1 Workforce Diversity

Section 5.5B.1 identified that all AROs have a stated goal of increasing workforce diversity, and although there is a significant gap between stated goals and the current workforce diversity in the rail industry, most AROs are engaged in tangible strategies and tactics to somewhat remediate this disparity. However, some AROs identified that even if they manage to recruit a higher representation of female employees, the physical infrastructure including appropriate facilities, toilets, change rooms and lockers together with appropriate support mechanisms, policies and procedures were inadequate (Section 5.5.1).

Given AROs’ universal aim and advertised intention to increase workforce diversity, combined with their failure to provide adequate facilities (e.g. female staff toilets), and appropriate policies and procedures, in some AROs there is dissonance between the external communications and employees internal brand experience. The literature states that a fundamental component of employer branding is to ensure alignment between externally advertised brand attributes, and employees’ internal experience. To achieve this, it is asserted that marketing and HR functions are strategically aligned (Moroko & Uncles 2008). In the case of MTM, at least, this alignment does not appear to have been achieved effectively.

6.5.1.2 Corporate Culture Changes

The issues and challenges of corporate culture changes were exemplified by Minister for Transport Gladys Berejiklian (Section 4.5B.2), who identified that changing corporate culture is a huge task in a large organisation that takes time to achieve (NSW 2013, p. 1).

Of course, given the extraordinary revelations unearthed by ICAC concerning Sydney Trains predecessor’s revelry in corruption, the minister’s assertions were perhaps even understated. Further, any previous perceived likeability of the brand was essentially crushed by ICAC’s investigation, which amongst a plethora of findings included the assertion that ‘corruption in RailCorp is not a few “bad apples”...the very structure of the organisation and the way it operates allows and encourages corruption’ (Corruption 2008, p. 1). In this context, the ‘fixing the trains’ initiative was perhaps somewhat overdue. The task of changing negative
brand perceptions (6.3.4.3) and transforming a toxic corporate culture with endemic corruption practices (4.5B.2.1), holds poignant gravitas and significant challenges for Sydney Trains. This polluted legacy arguably adds a deeper layer of complexity in achieving positive corporate culture changes, than would be necessary in a typical rebranding strategy.

Equally insightful was Aurizon CEO Lance Hockridge’s statement, discussed in Section 4.5B.1.1 who equated corporate change to changing engines of a flying 747. In that regard, he identified that the corporation had not had sufficient additional time to design and implement appropriate corporate change management strategies and tactics. Instead these changes were made ‘on the fly’.

Ostensibly then this is representative of a company that is so entrepreneurial and commercially focused that they don’t have time to plan for trivial issues such as corporate culture changes involved in rebranding. On the other hand, Lance Hockridge made it very clear that the court cases following enterprise bargaining were underpinned by the best legal resources available and characterised by ‘the most extraordinary level of preparation’ (Stevens 2014 p. 1).

NSW Transport Minister and Lance Hockridge’s statements combined underline the complexity of changing corporate culture in a corporate rebranding paradigm, as the following quotation succinctly summarises (Schultz & Hatch 2003, p. 24):

Too many companies underestimate the organisational dynamics that corporate branding entails and the complexity involved in confronting the conflicts of brand management. In pursuing a strong global corporate brand, the managerial challenges quickly move beyond individual business areas and functional departments and into the domain of top management responsibility where the conflicts must ultimately be balanced.

It this therefore essential that top management takes a central role to make branding successful (Gyrd-jones, Merrilees & Miller 2013). Given the significant rebranding orientation and expectation at many AROs during top management’s focus on turbulent corporate downsizing, it is perhaps not surprising that some interviewees stated that many ARO employees perceive rail rebranding as ‘annoying’. Additionally, Section 5.5B.3 identified that some senior rail representatives were somewhat sceptical that many AROs were in fact committed to corporate culture changes.
6.5.1.3 Workforce Restructuring

The workforce restructuring for AROs were intriguingly bipolar between Aurizon & Sydney Trains versus MTM and V/Line. Essentially, both MTM and V/Line increased their workforces after the rebranding, whereas in Aurizon & Sydney Trains there was significant workforce restructuring downward. This workforce restructuring was typified by significant negotiations of Enterprise Bargaining Agreements and ensuing widespread redundancies. Of concern was the ‘no forced redundancies’ clause for Aurizon and the notorious ‘job for life’ clause (47) for Sydney Trains. The negotiations were challenged by strident and angry union activism, however ultimately ended in favourable ‘landmark’ court decisions for both Aurizon and Sydney trains. ‘Voluntary redundancies’ for Aurizon numbered 961 employees in the year following the rebranding. The initial cost of redundancies one year after rebranding was approximately $96 million for Aurizon and $75 million for Sydney Trains (Sections 4.5B.1.2. 4.5B.2.3).

The context of Aurizon’s rebranding impacting on corporate culture revolves around the CEO’s discussion of changes happening so quickly that Aurizon does not have time to plan and thus is forced to implement changes ‘on the fly’. It is therefore sobering to note that in stark contrast, Aurizon’s CEO announced that preparation for Workplace Enterprise Agreement court cases had been ‘most extraordinary’ backed up by ‘the best legal resources available’ (Stevens 2014 p. 1), (Section 4.5B.1.3).

This climate of distrust and confusion appears to have made any attempt at real internal branding at these corporations during their rebranding process largely unrealistic and unsustainable (i.e. from my perspective we haven’t actually connected the brand to our culture Ben).

6.5.1.4 Implications for Theory

The literature urges organisations seeking to create strong brands to align their internal processes and corporate culture to the brand (i.e. internal branding) (Punjaisri & Wilson 2007).

This case study enriches corporate rebranding knowledge by identifying that despite the rational processes outlined in corporate rebranding theory, in practice corporate rebranding strategies are often synchronised with significant workforce restructuring. This restructuring is typified by extraordinary court action and decisions opposed by vitriolic unions and employees.
6.5.1.5 Implications for Policy & Practice

The implications for inadequate facilities to effect workplace diversity goals are quite straightforward. Management need to ensure that these deficiencies are addressed before embarking on workforce diversity recruitment strategies.

In addition to extraordinary corporate culture issues identified in 6.5B1.4, future AROs undertaking rebranding may wish to consider other significant issues associated with workforce restructuring, as follows:

i) **There were management concerns over the potential enormous loss of tacit corporate knowledge (potentially thousands of years of corporate experience) created by the restructuring process (4.5B.1.2.).**

ii) **Long term employees were undervalued (4.5B.1.2) and many AROs made no attempt to acknowledge or leverage the ‘pride’ that employees felt towards the organisation (4.4.1.4), which is somewhat ironic, given that inculcating corporate pride in employees was a primary goal for most AROs (5.5B.6).**

iii) **Both Aurizon and Sydney Trains focused on recruiting international rail talent into senior executive positions (Sections 4.5B.1.4; 4.5B.2.4). Generally, it appears that Aurizon’s focus was on recruiting personnel from North America, whilst Sydney Trains primarily sought talent from Britain, including the CEO Howard Collins, formerly known by the moniker ‘Mr. London Underground’ (Section 4.5B.2.4).**

iv) **As discussed in Section 2.6.3, internal branding requires an organisational culture which is supportive to create organisational harmony (M’Zungu, Merrilees & Miller 2010). Organisations that undertake significant restructuring during their branding will find it difficult to attain meaningful internal branding, or foster a harmonious climate as has been evidenced in Aurizon and Sydney Trains.**

v) **As discussed in Section 2.6.4, a corporate culture that is consistent and in harmony with the employees workplace experience is essential for effective employer branding (Backhaus 2016). As current employee’s experience the brand ‘internally’, for employer branding to be authentic and believable, the external brand promise needs to align with the employee’s experience (Moroko & Uncles 2008). Organisations can be good or bad at employer branding (Moroko & Uncles 2008). Given AROs’ paucity of internal branding, it does not appear that this alignment has occurred, and thus AROs are not particularly good at employer branding.**
6.5.2 Innovative Advertising

The findings in Sections 4.5B.3.5 & 4.5B.4.6 were that V/Line and MTM had the most innovative and awarded advertising.

6.5.2.1 V/Line Innovative Advertising

Section 4.5B.3.5 discussed V/Line’s raft of award winning advertisements. Many of V/Line’s awards were from the Australian Marketing Institute, including an award for Brand Revitalisation marketing following their rebranding in 2007. The most innovative and inspiring campaign was ‘The Guilt Trip Campaign’ that won the Grand Prix of Cannes award in 2004.

The success of the campaign for V/Line to increase train patronage during non-peak periods, is particularly inspiring as most Australian passenger rail suffers from crowds and heavy commuter demand during peaks times, with significantly reduced patronage during off peak times (Macleod 2014).

This potentially has significant ramifications for other Australian rail entities who wish to increase their patronage during off peak times, and not just carry ‘fresh air’. Consider for example these statements by a senior executive at Sydney Trains (full quotation in Section 4.7.3.1):

But during the off peaks we carry lots of fresh air. So, what we should be probably doing is thinking about how we can market ourselves to people that want to travel in the off peak or at weekends... There are a few things I think we can do to grow our patronage. Promote ourselves a bit better to the non-user (Janine).

Additionally, V/Line successfully penetrated a niche market their research had identified as a potentially huge opportunity, namely the ‘Visiting Friends and Families’ (VFF) (McIlroy 2012). Although the target market was notoriously difficult to capture (Macleod 2014), the ‘Guilt Trip’ created an additional 160,000 trips during the campaign (Baron 2014).

Although this campaign occurred some considerable time after V/Line’s rebranding, it does uphold the 3rd principle in the ‘Principles of Corporate Rebranding’, i.e. ‘successful corporate rebranding may require meeting the needs of new market segments relative to the segments supporting the brand’ (Merrilees & Miller 2008, p. 541).
V/Line appear to have a very clear advertising strategy that is focused on increasing patronage to identified target markets, and leverages strategic partnerships with other destination agencies / products, as identified below:

So we developed what we call an outbound strategy. We worked closely with Tourism Victoria, local tourism association to build what they call destination product. So, that’s where a lot of these marketing partnerships have come from. We’ve also done that the other way. So it’s been, for example, take A Bite into Summer, that we’ve partnered up with Melbourne Aquarium. How that works is there’s a joint marketing campaign that Melbourne Aquarium give V/Line customers a discounted entry when you show your V/Line ticket. They do marketing activities their end, which has the V/Line logo and a V/Line call to action, regional marketing activity our end, amongst those a train run, which has joint call to actions as well. So we use it a lot for those kind of marketing partnerships (Caroline).

6.5.2.2 MTM Innovative Advertising

MTM have also effectively leveraged innovative marketing to enhance patronage and offer additional and special services for commuters during key events (Metro Trains 2014, p. 8). Given the broad range of cultural and sporting activities offered annually in Melbourne, MTM appear to have effectively orientated their advertising to take advantage of these events as discussed in Section 4.5B.4.6.

However, MTM are most widely known for their innovative and extensively awarded advertising campaign called ‘Dumb Ways to Die’. This unusual safety campaign created by McCann Australia was also discussed in Section 4.5B.4.6. Famously, by February 2015 Dumb Ways to Die video had around 100 million views and 4.8 million shares making it the third most shared ad of all time (McCann 2015). Extraordinarily, ‘Dumb Ways to Die’ is the most awarded campaign ever at Cannes (Australia 2016), with McCann Australia claiming that the campaign has been given more awards than any other ad campaign in history (McCann 2015). Reportedly, within six weeks of the launch of the campaign, over 60 million dollars of media revenue was created (Marketing, TBoGD 2014).

Much of the campaigns success is credited to McCann Australia’s understanding of the psychographics of a younger target audience who would most likely not respond to the normal, traditional fear-based public safety announcement. Rather the quirky, dark humoured content created a contemporary engaging environment that appealed to a younger demographic. MTM’s ‘be safe around trains message’ is embedded within the content, towards the end of the video with specific dumb ways to die around trains scenarios (Parker 2014).
With their understanding of the tech savvy, digital preference of their younger target market, McCann Australia very cleverly and effectively leveraged a wide range of mobile and digital media channels. These included Youtube, a tumblr site, a Karaoke video, iTunes song and iPhone / iPad apps (Parker 2014). The smart phone games in particular are believed to have been especially successful in attracting a younger demographic (Steven 2014). The interactive and entertaining nature of the content appealed to the ‘Generation Y’ segment, assisting the campaign to go ‘viral’ and achieve ‘cult success on a global scale’ (Marketing, TBoGD 2014, p. 1).

This understanding and targeting of the key market segments supporting the brand upholds the 3rd principle in the ‘Principles of Corporate Rebranding’ (Merrilees & Miller 2008), as described in the commentary on V/ Lines advertising above. How far it is reasonable or palatable to extend a demographic that makes hilarious depictions of death is debatable. However, evidently it is suitable for young children as the target market has been very broadly extended with the release of a *Dumb Ways to Die* into a children’s book, that clearly shows cartoon characters dying in dumb ways (Steven 2014).

![Figure 6.4: Dumb Ways to Die children’s book and figurine](source: Steven (2014))
During a semi-structured interview, an MTM manager rationalised the projection of the campaign to a younger demographic as follows:

If you use it properly it’s not scary, it’s not unsafe, it’s not dangerous, and we certainly didn’t want to frighten young people away from our network. So it’s designed just to be engaging and entertaining and yet give a message and give young people a language to use with their peers (Tina).

Several salient points arose about the ongoing use of this campaign in MTM’s branding during interviews with senior MTM managers. Firstly, a senior MTM manager stated that the innovative nature of the campaign, and its global success was probably due to MTM being a private organisation in a franchise agreement, with the implication that similar success would not have been achieved by a Government agency (Tina).

Secondly, the interviewee stated that the Dumb Ways to Die campaign and associated characters ‘positions our brand’ (Tina).

There is no doubt that the Dumb Ways to Die imagery and message has become deeply embedded into MTM’s brand. The characters are sometimes painted on the side of rail livery, festooned outside, inside, on walkways and platforms at Flinders street station, as well as forming the highlight of ongoing promotional events. It is therefore salient to note that rail stations are essentially the ‘face’ of public transport and provide a major component of the overall journey experience (Hale 2013). Stations are in fact described as ‘the functional and symbolic nexus between the transit system and the city’ (Woodcock & Wollan, p. 1). Thus, it could be argued that ‘Dumb Ways to Die’ has essentially become the ‘face’ and the symbolic transit nexus between commuters, MTM and Melbourne CBD rail.

For example, a campaign for commuters to pledge that they will be safe around trains included the installation of a big red button during ‘Dumb Ways to Die characters’. Each time the button was pushed, a visual tally increased, ‘with one of the loveable DWTD animated characters being murdered in gleeful fashion’ (Laboratories 2013, p. 1). More recently Dumb Ways to Die characters made personal appearances at Flinders Street Station to promote Rail Safety Week (Gough 2016).
Figure 6.5: Dumb Ways to Die Paraphernalia Festooned Around Flinders Street Station
Source: Carson (2013)

Figure 6.6: Dumb Ways to Die ‘Pledge to Be Safe Around Trains Campaign
Source: Laboratories (2013)
Figure 6.7: Dumb Ways to Die Characters Promote Safety Week
Source: Gough (2016)

Figure 6.8: Dumb Ways to Die Characters on Metro Rail Livery
Source: Torchmedia (2013)
The award-winning success and global attention the campaign generated is undisputed with Adweek listing the campaign as the 12th best campaign of the 21st century, and stating that the iPhone app became No. 1 in 53 markets as well as becoming the top iPad app in 81 countries (AdAge 2016). The Apps now have a combined 200 million downloads. New additions include ‘RIO STADIDUMB’, made for the 2016 Rio Olympics, and ‘Trump Ways to Die’ targeting current nominee of the Republican Party for President of the United States in 2016, with a safety pledge urging players to ‘take the pledge and make America safe again’ (Metro Trains 2016).

This extraordinary advertising and awareness certainly **aligns to principle five of the ‘Principles of Corporate Rebranding’** (Section 2.3.3), i.e. ‘**promotion is needed to make stakeholders aware of the revised brand**’ (Merrilees & Miller 2008, p. 542). **Principle 5 also recommends use of social media campaigns where the goal is to change attitudes**, which is certainly what MTM have undertaken with significant attitude changes towards rail safety ostensibly achieved.

There are however, mixed reviews on the actual long-term efficacy of the campaign’s goal of keeping people safer around trains. Leah Waymark, Metro Trains general manager of corporate relations and business development affirmed in February 2013 that there had been a significant reduction in ‘risky or dumb behaviour two months following the release of the campaign’. This included a 20% reduction in dumb behaviour on train platforms within two months after the launch of the campaign, and a 20% reduction against the annual average. However, Leah Waymark was later cautious to link these decreases directly to the campaign, and cited that MTM had also introduced a raft of new safety reporting hotlines within the same time (Ward 2015).

Additionally, critics have pointed out the perverse nature of ‘dumb ways to die’ incidents and the fact that many of them are acts of suicide. Some prophesise that the discordant message this promotes may in fact ultimately have unintended consequences where more harm is promoted / undertaken than prevented (Parker 2014). Infamously, Roskomnadzor, the Internet censorship department of the Russian government, banned the video stating that lyrics and visuals may provide young Russians with too many ideas about committing suicide (Marketing, TBoGD 2014).
Further, the Australian Council on Children and the Media, after reviewing the app, raised concerns that it included cartoon characters spurting blood, being chopped in half, having their heads explode in outer space, and included a cartoon psychokiller. They believe that the overall message may not be ‘appreciated’ by young children and stated ‘some parents may feel that these risky activities are being trivialised and may feel uncomfortable for their child to play a game where their child must remove a piece of toast from a toaster with a fork’ (Media 2014, p. 1).

Thirdly, although the Dumb Ways to Die campaign has been extraordinarily effective in raising awareness of the song and apps, and assumedly of MTM through their branding within the content, the question arises whether this strong brand association with safety underpinned by offbeat lyrics of death is the enduring brand identity that MTM wish to create. In particular, Section 4.3.4.7 identified that a reason for adopting the name Metro was underpinned by a desire to be recognised as one the world’s leading railways. Although their ubiquitous safety message has achieved global recognition, the burning question is whether there are other brand associations that would provide the more sophisticated global image Metro seem to aspire to. The interviewee seemed somewhat surprised when this question was posed, although related that another brand campaign (This Is Me), which was trailed shortly after their franchise appointment was relatively unsuccessful.

Fourthly, the MTM interviewee identified that their marketing budget was very, very low with most of the marketing undertaken by PTV.

6.5.2.3 Implications for Theory
MTM and McCann Australia’s astounding success with the Dumb Ways to Die campaign provides an extraordinary case study for digital marketing strategies. The campaign demonstrates how to relate to a younger target market through creating engaging, stimulating content that can be shared, and how to effectively leverage a host of digital marketing channels and social media platforms to leverage global success. It also demonstrates how staid public service announcements can be reinvigorated into a contemporary format that can ‘go viral’ through creative and clever advertising.

6.5.2.4 Implications for Policy & Practice
V/Line’s demonstrated success in using the Guilt Trip campaign to enhance their off-peak patronage, clearly shows that innovative marketing campaigns could be implemented for
other AROs who wish to increase patronage specifically during off-peak times to generate greater revenue.

As most AROs aspire to also increase patronage during off peak times, this is a success factor they may wish to emulate. In fact, a manager at Sydney Trains both lamented low patronage whilst at the same time identifying potential solutions that could be enacted through innovative advertising, as follows:

Well, New South Wales Train Link definitely do because their patronage is appalling. But, as I said to you earlier, they’ve got some great products that a marketing manager worth their salt would be like let’s partner with some of the big destinations. Let’s sort our trains out, so we can offer Sydneysiders a great two-hour trip up to the Blue Mountains on a Friday night rather than get stuck in traffic (Janine).

Additionally, V/Line’s clear outbound marketing strategies that partners with destination agencies and products is practical, inspired and clever. Given that Tourism Australia corporate head offices are in Sydney (Tourism Australia 2016b), one can only wonder at the potential for Sydney Trains to create innovative partnerships with this and other organisations to leverage clever promotions that will enhance off peak patronage.

With the Dumb Ways to Die campaign, MTM (and McCann Australia) have demonstrated that AROs can create topical messages that are globally attractive and thus other AROs could create similar innovative digital marketing campaigns, to create awareness for their organisations. However, ongoing advertising revenue appears to be severely constrained and controlled by PTV.

### 6.5.3 Desired Brand Personality

This section also answers **RQ 4: What is the effect of rebranding on AROs’ corporate culture?**

It should be noted that although this section discusses all four cases which may be expected in a findings chapter, it is not findings of ARO brand personality per se, but rather an interpretation of what ARO corporate brand personality actually is, interpreted against ‘the seven dimensions of corporate personality’ (Davies 2003) discussed in Section 2.2.7.

It is appropriate to investigate what ARO senior managers perceive their desired corporate brand identity to be as this could be significantly different from other aspects of corporate identity (Balmer 2012b). Indeed, corporate branding has been likened to a prism where the
corporation identity can be seen differently depending on a stakeholder’s perspective (Muzellec & Lambkin 2009).

For example, the actual brand identity, the communicated brand identity, the covenanted brand identity, the cultural brand identity (collective feelings of employees in relation to the brand) and the ‘ideal corporate brand identity’ (the organisation’s espoused corporate brand strategy). In contrast, the desired brand personality resides in corporate leader’s minds as their vision for the corporate brand. Moreover, research finds that sometimes rather than the ideal identity, it is the desired identity which moulds the corporation’s strategic direction (Balmer 2012b).

The interpretation of findings in this section is primarily based on observed actions / statements of AROs in corporate documents, media statements, as well as brand personality aspirations articulated by senior managers during interviews. This information, as well as the findings summarised in Section 5.3.4, are assessed against ‘the seven dimensions of corporate personality’ (Davies 2003) discussed in Section 2.2.7 and summarised in Figure 2.6: Agreeableness, enterprise, competence, chic, ruthlessness, machismo, informality.

6.5.3.1. Overview of ARO Corporate Personality Aspirations
This section considers Davies’ (2003) corporate personality conceptualisation in more depth, notably his conceptualisation of competence. In broad terms, Section 5.5A identified that all organisations, in particular Aurizon and Sydney Trains have had a key focus on improving operational efficiencies, which relates the competency dimension of ‘the seven dimensions of corporate personality’ (e.g. reliable, secure achievement orientated, technical, corporate).

In this context, then, it is posited that the initial, overarching brand personality aspiration for AROs is to be viewed as being competent, as illustrated in Figure 6.9 below:
Aurizon’s ‘Integrated Operating Plan’ (IOP); the ‘Drive to 75’ (4.5A1.1; 4.5A1.2); and Sydney Trains reorientation to include 1,000’s of extra services as well as new air conditioned rolling stock (4.5A2.1), align to the technocracy – technical and corporate components.

In relation to drive, some AROs are clearly very ambitious and achievement orientated. This is exemplified by the findings in Section 4.2.1.5 that Aurizon’s goal is ‘to double the value of the Company every five years’ (Holdings 2014, p. 1). Additionally, Section 4.7.2.5 identified that Minister for Transport Gladys Berejiklian projected that Sydney Trains new advertising contracts were expected to generate at least $100 million in advertising over five years (Philipson 2015). Moreover, all AROs desire to be ‘leading’ as they all aspire to achieve ‘world class’ status (5.2.3).
In terms of conscientiousness, all AROs aspire to project that they are secure, as safety is the highest priority for all of them (5.2.1), and in fact Aurizon aspire to become ‘the safest transport company in the world’ (Holdings 2014, p. 1). This displays a dual competency corporate personality aspiration of being both secure and leading.

The components of reliable and hardworking are also evident in the fact that all AROs have a focus on enhancing operational performance (5.5A). The primary focus at Aurizon appears to be enhancing operational performance to increase profitability. Other AROs have a focus on improving timeliness of trains, providing better quality rolling stock, making multi-modal transportation more seamless through the introduction of integrated ticketing services (5.5A.1), enhancing accessibility (5.5A.2), battling graffiti (5.7.1.5) and introducing new technology, such as apps (5.7.2).

It should be noted that this corporate personality dimension of competence is analogous to the brand as a person metaphor ‘competence’ related within the ‘Big Five’, brand personality framework (Aaker 1997), discussed in Section 2.1.3.1. and summarised in Figure 2.2.

Although all AROs appear to be striving to have a corporate personality of competence, it is argued that there have been corporate legacies and behaviours that potentially diminish ongoing stakeholder perception of some AROs as being competent. Further, key phrases and words uttered by senior managers in semi structured interviews indicate that some AROs may also be seeking additional / alternative corporate personalities. To better understand corporate personality for AROs, it is necessary to interpret the findings for each individual ARO in Sections 6.3.4.2 (Aurizon), 6.3.4.3 (Sydney Trains), 6.3.4.4 (V/Line) & 6.3.4.5 (MTM) below.

6.5.3.2 Aurizon

Section 6.4.3.1 posited that all AROs are desiring to exude a corporate personality that signifies competency. Aurizon exemplifies this with their primary focus on operational efficiencies and goals to double revenue every five years. This focus on competency and the drive – ambitious component appeared to be mirrored in senior manager’s description of the brand personality, i.e. confident and ambitious, quietly confident, conservative brand, but determined.

However, Aurizon’s extraordinary workforce restructuring with more than 3,000 employees being retrenched (6.5B.1.3) along with the vicious diatribe between Aurizon, unions and
employees makes one ponder whether their brand image can in fact be viewed as the corporate personality dimension of ruthlessness. Certainly Section 4.5B.1.3 identified that unions argued that Aurizon was greedy, arrogant and immature, i.e. ‘They see it as giving a green light to greedy corporates to effectively hold a gun to their workers’ heads’ (Conaghan 2015, p. 1), ‘this corporate tantrum, this industrial dummy spit’ (Union 2015, p. 5). Unions would therefore undoubtedly describe Aurizon in terms of the egotism and dominance personality attributes within the ruthlessness corporate personality dimensions as illustrated in Figure 6.10 below:

Figure 6.10: Ruthlessness dimension of corporate personality

Source: Davies (2003)
6.5.3.3 Sydney Trains

It is argued that the legacy that Sydney Trains inherited from Railcorp was a corporate personality that was the antithesis of competence. Sydney Trains interviewees identified several times that Sydney Trains in its former brand incarnation of Railcorp (& CityRail brand) had a terrible reputation and in fact ‘the whole RailCorp brand was completely polluted’ (Janine).

The dismal state of Railcorp’s incompetence became apparent when Mass Transit Railway Corporation (MTR) from Hong Kong was commissioned to investigate NSW CityRail brand to compare efficiency, cost effectiveness, reliability and maintenance to other global metro systems. A key finding was that the operating costs of rail passenger was 98c in Europe and 69c in Asia compared to $6.70 per passenger in Sydney, with a Sydney train station consequently costing four times the international average. MTR also found that CityRail was deficient in every area (news.com.au 2007, p. 1):

They found that Sydney lagged behind every city on every key indicator – even compared with the rail systems of Santiago in Chile, Bangkok and Moscow. The results were so embarrassing that, despite having received the report midway through last year, CityRail chief executive Vince Graham still hadn’t presented the findings to the RailCorp board or Transport Minister John Watkins.

Given these woeful findings, it is perhaps unsurprising that some 5 years later, the Transport Minister for NSW whilst explaining the rationale to axe 750 jobs representing 20% of Railcorp’s workforce, cited the financial unsustainability of the organisation. ‘We need decisive action because RailCorp in its current form is financially unsustainable. It costs $10 million a day to run, with costs rising three times as fast as the number of passenger journeys’ (Clennell 2012, p. 1). In 2007 CityRail generated approximately $0.52 billion revenue, against $2.1 billion in expenses, requiring a $1.9 billion government subsidy (Krajsa & Senkyrova 2009). It seems reasonable to assume therefore that Railcorp did not have any financial competency either.

It can only be concluded that Sydney Trains predecessor, CityRail and Railcorp were wholly incapable of exuding a corporate personality of competency because they were largely incompetent, lacking in both operational and financial expertise. Therefore, Sydney Trains have an enormous challenge in changing this perception.
The findings clearly identified however that the primary corporate personality Sydney Trains is seeking is ‘competence’. This is perhaps unsurprising as research identifies that following a corporate scandal that significantly threatens corporate reputation, ‘a typical response is for a company to promote itself as being trustworthy, honest, authentic, traditional, accountable and socially responsible’ (Hans Ruediger et al. 2012).

The corporate personality of competency is the second highest dimension related to stakeholder satisfaction, whilst agreeableness has the strongest correlation. A key pillar of the agreeableness dimension is integrity, which has subcomponents of honest, sincere, trustworthy and socially responsible (Davies 2003).

The ICAC investigation into Railcorp uncovered almost $19 million in improperly allocated contracts with an associated approximately $2.5 million in corrupt payments to Railcorp senior managers (Corruption 2008), resulting in criminal charges against senior executives (Cripps 2009). It is therefore evident that the brand was the antithesis of integrity, clearly exhibiting corporate behaviours that were dishonest, insincere, untrustworthy and socially irresponsible.

Further, any perceived likeability of the brand was essentially crushed by ICAC’s investigation, which amongst a plethora of findings included the assertion that ‘corruption in RailCorp is not a few “bad apples”…the very structure of the organisation and the way it operates allows and encourages corruption’ (Corruption 2008, p. 1).

It is argued therefore that Railcorp & the CityRail brand (the predecessor brand of Sydney Trains) had essentially lost its entire brand credibility. Brand Credibility is defined as ‘the extent to which the brand as a whole is credible in terms of three dimensions – perceived expertise, trust-worthiness, and likability’ (Keller 2001, p. 13). In this context, the organisation broke its brand covenant with all its stakeholders (Balmer 2012a).

It is therefore posited that Railcorp did not have any brand credibility in any of the dimensions of perceived expertise, trust-worthiness, and likability. This finding is significant as research demonstrates that perception of brand credibility significantly affects consumer behaviour, with trustworthiness being of especial importance (Erdem & Swait 2004). Further, brand misconduct significantly diminishes the brand–customer relationship (Hsiao, Shen & Chao 2015). This diminished brand – customer relationship may subsequently negatively
impact the economic status of the company (Huber et al. 2010), and significantly reduce the
potentiality of an organisation in achieving ‘brand resonance’ (discussed in Section 6.6.2).

It is thus evident that CityRail corporate brand personality was not competency, and was not
agreeableness. In fact, of all the corporate personalities it was closest to ruthlessness,
although the descriptors of arrogant, aggressive and selfish do not seem to go far enough in
describing the toxic, greedy and criminal activities of senior managers, and it is posited that
further research to extend ‘the seven dimensions of corporate personality’ to cater for such
fraudulent outliers is warranted.

Considering this historical context, it is evident that Sydney Trains has an ongoing enormous
challenge in changing brand credibility to enhance stakeholder perceptions of competence,
expertise, trust-worthiness, and likability.

Not surprisingly, Section 5.3.4 identified that Sydney Trains senior managers described the
desired brand personality in terms of a competence orientated corporate personality, i.e. good
company, leading edge, contemporary, integrated, modern, dynamic, innovative. However,
some of their brand aspirations implied they would like their organisation to fit more into the
agreeableness dimension of corporate personality, i.e. bright and friendly, helpful, customer
centric, customer focused, agile.

6.5.3.4 V/Line

Section 4.3.3.5 identified that senior managers identified a key goal for the rebranding was
for V/Line to move away from an outdated old image to a newer, younger, more
contemporary one. The old V/Line was described as dependable, but also big, slow and not
very open to change (V/Line is old, V/Line is slow, V/Line is expensive).

The sought after new image was described in terms of brand as a person metaphor, ‘thirties,
quite professional looking but without the tie: modern, progressive, contemporary, open,
flexible’. These adjectives seem to describe a yearning for a corporate personality that in
addition to being contemporary, falls into the corporate personality dimension of ‘enterprise’
as shown in Figure 6.11 below:
Figure 6.11: Enterprise dimension of corporate personality
Source: Davies (2003)

6.5.3.5 MTM
Section 5.3.4 identified that senior managers at MTM identified that the desired brand personality for their organisation is proactive, forward thinking, consistent, confident, responsible. These words correspond to the corporate personality of competency. However other key words presented are innovative, creative, friendly and have got a bit of spunk. It is therefore suggested that MTM are also seeking a corporate personality of agreeableness, as depicted in Figure 6.12 below:
Interviews also identified that embedded within the name ‘Metro’ was an aspiration to be perceived as equal to railways in other global prestigious cities. (4.3.4.7). Additionally, several references were made to MTM’s key role during iconic cultural events held in Melbourne such as ‘white nights’ the Melbourne Cup’, ‘Spring Racing Carnival’, the ‘AFL football’ season, the ‘F1 Grand Prix’, the ‘Australian Tennis Open’ (4.5B.4.6). According to MTM, these events make Melbourne ‘the sporting and cultural capital of Australia’ (Metro Trains 2014, p. 8). Indeed, Melbourne has on several occasions been rated as the world’s most ‘liveable’ city by the Economist Intelligence Unit (Stanley 2014).

It is posited therefore that there appears to be an implicit yearning in these statements for MTM to reflect a more ‘chic’ corporate personality, that may be described by words such as ‘stylish, elegant, prestigious, exclusive’ (Section 2.2.7).

As discussed in Section 2.2.3 brands with distinctive personalities have a significant competitive advantage and a potent means to enhance brand equity (Aaker 2014).
self-evident and implicit corporate personality aspirations identified in this section however, as at the date of the interviews taking place, AROs did not appear to have achieved cohesive or strong brand personalities. The findings in fact revealed that according to rail insiders and industry observers, AROs have very little brand personality. The general feeling of this is perhaps summed up in the following interviewee quotation identified in Section 4.7.1.2, ‘we don’t have brand essence’ (Courtney).

6.5.3.6 Implications for Theory
This section has identified that key words pertaining to AROs in corporate documents, media reports and interviews highlight corporate personality aspirations that can be correlated to the ‘seven dimensions of corporate personality’ discussed in Chapter 2, Section 2.2.7. It has also demonstrated that there is often a gap between the organisations actual brand personality and managers desired brand personality.

Further, it is suggested that the corporate personality dimension of ruthlessness may not adequately categorise organisations that are more than arrogant, and have deliberately engaged in fraudulent activities, embedding toxic, greedy and criminal activities into the fabric of the organisations DNA. It is therefore suggested that there would be merit in undertaking further theoretical research to extend ‘the seven dimensions of corporate personality’ to classify the corporate brand personality of fraudulent entities.

6.5.3.7 Implications for Policy & Practice
This analysis has identified that all AROs have a major focus on creating a corporate brand personality that projects competence. The analysis also identified that interviewees expressed words that indicate senior managers would like their organisations to also express agreeableness as well as enterprise. This is significant as the corporate personality dimension of agreeableness has been found to most closely correlate to customer satisfaction, with competence being the next highest indicator in this regard (Davies 2003).

The combination of desired brand personally encompassing both competence and agreeableness supports research that identifies firms that exude a personality of both ‘warmth and competence’ are positively perceived by consumers (discussed in Section 2.1.3.4). Organisations that are perceived to have both personality attributes experience increased consumer engagement, connection, loyalty and admiration for the brand (Aaker, Garbinsky & Vohs 2012). In contrast, where both warmth and competence are perceived to be absent,
stakeholders exhibit uniform negativity which may include neglect, contempt and even attack (Cuddy, Fiske & Glick 2008).

It is however evident that corporations such as Sydney Trains have an enormous task to change stakeholder perceptions. Additionally, although Aurizon’s key focus on improving operational efficiencies would certainly assist perceptions of competence, it has been posited that Aurizon’s aggressive workplace restructuring and vigorous court actions could lead the organisation to be construed more as ruthless. The dimension of ruthlessness has been found to have the most negative influence on both customer and employee satisfaction (Chun & Davies 2006).

It is therefore suggested that corporations seeking to undertake rebranding, or engage in ongoing brand management practice could refer to the ‘seven dimensions of corporate personality’ to gain clarity on the underpinning personality elements that make up the overarching corporate personality dimension they are seeking to project. Organisations may wish incorporate this as part of a brand audit (6.3.3.1; 6.3.3.2), as has been suggested in the ‘Expanded Corporate Rebranding Framework’ presented in Section 6.8.

6.6 Corporate Rebranding Framework – Evaluation

This Section discusses the implications of findings in Section 4.6 and cross case findings presented in Section 5.6 pertaining to RQ5: How is a) Financial brand equity and b) CBBE brand equity captured by AROs and how is it measured to evaluate rebranding success?

Muzellec & Lambkin (2006) state that rebranding may create, enhance, transfer or destroy brand equity. As discussed in Section 2.5, measuring brand equity is very challenging task for managers (Gill & Dawra 2010), however professionally managed businesses have processes and metrics to measure brand equity (Ambler 2000). Further, brand equity is perceived across a continuum between financial brand value and a brands psychological value (Schultz 2003). This section therefore discusses whether, and how AROs measure these two key dimensions of brand equity, namely financial brand equity and customer based brand equity (CBBE). Section 6.6 therefore discusses how ARO’s measure financial brand equity identified in
Section 5.6.1, Table 5.21; and how AROs measure customer based brand equity (CBBE) identified in Section 5.6.2, Table 5.22.

Section 6.6 proceeds as follows: Interpretation of AROs’ measurement of Financial Brand equity (6.6A.1), AROs’ Share Price Fluctuations relating to Measures of Financial Brand Equity (6.6A.1.1), AROs’ measurement of Customer Based Brand Equity (6.6B.2.2), Implications for Theory (6.6.2.3), Implications for Practice (6.6.2.4).

6.6A.1 Interpretation of AROs’ measurement of Financial Brand Equity

Although every ARO tracks overall revenue and provides audited financial figures in their annual reports, no rail organisation has a structured, robust mechanism in place to specifically isolate and measure the financial impact of the rebranding process (financial brand equity), or changes to brand equity created by ongoing marketing efforts. Specifically, Section 5.6.1 clearly identified that no ARO has instituted processes, or developed appropriate metrics to measure changes to financial brand equity.

The literature review identified that a frequently cited brand equity definition is (Aaker 1991, p. 12):

...a set of assets and liabilities linked to a brand, its name and symbol, that adds to or subtracts from the value provided by its product or service to a firm and/or to that firm’s customers.

Given that AROs have a responsibility to a broad set of stakeholders that include government departments providing funding and expense subsidies, financiers and investors, it would seem reasonable to suggest that AROs have a responsibility to report on changes to their brand asset by measuring financial brand equity.

6.6A.1.1. AROs’ Share Price Fluctuations relating to Measures of Financial Brand Equity

As Aurizon is the only ARO that is publicly listed and offers shares, the share price fluctuation analysis and this subsequent interpretation has only been applied to Aurizon. Section 4.6.1.2 identified that an analysis of Aurizon’ share price revealed a positive fluctuation in their share price immediately following their name change announcement. Figure 4.45 provided a share price chart that illustrated a significant increase in the
organisations share price following Aurizon’s announcement of their name change that continued to increase for several months following the name ‘revolutionary rebranding’.

This finding could be significant and seems to at least support the notion that corporate name changes linked to corporate image changes may result in positive, statistically significant, stock price increases. This positive fluctuation may arise because of enhanced investor expectation that demand for the organisations products or services will increase with associated higher organisational cash flows (DeFanti & Busch 2011).

Investor’s expectation of a firm’s future profitability and associated assessment of the organisations investment attractiveness, is explicitly or implicitly linked to investors’ perception of ‘brand health’ (Knowles 2003). Thus, investors perception of corporate image influences their investment choices and commitment (Balmer & Gray 2003), thereby influencing a firm’s stock market value (Kevin Lane & Lehmann 2006).

Given that Aurizon’s share price demonstrated a significant spike in value following the name change announcement, it is posited that investors viewed the corporation image change as positive, which triggered investor expectation of Aurizon’s increased cash flows and profitability. Further, scholarly research has found that there is a statistical correlation between an organisations stock market fluctuations and brand equity changes (Aaker & Jacobson 1994; Madden, Fehle & Fournier 2006). It is therefore suggested that Aurizon’s rebranding increased their financial brand equity relative to the degree of the increase in their share price following the name change announcement.

This is consistent with an event study into share price fluctuations of UK companies following name changes. The study found that there are short-term abnormal returns linked to announcements of companies’ name change. However, the same research identified that firms that have changed their names do not perform well over the longer term, with poor performance evident after approximately three years. Additionally, these poor returns are most significant in organisations that have completely changed their names (Mase 2009). An interesting area of future research therefore would be to investigate Aurizon’s share price performance three years after rebranding.
6.6B.2.2 AROs’ measurement of Customer Based Brand Equity

The literature review (Chapter 2) identified two brand equity models that are frequently cited in the literature, namely the ‘Customer-Based Brand Equity’ (CBBE) model (Section 2.5.3) (Keller 1993) and Aaker’s Brand Equity Model (Aaker 1991) (Section 2.5.4). Deeper analysis of the literature identified that academic scholars have differing views as to which brand equity model is the most widely accepted and used. Some state that Keller’s 1993 CBBE model is ‘the most widely accepted brand equity model in the literature’ (Lambkin & Muzellec 2010, p. 1235), whilst others contend that ‘the most commonly adopted model of consumer-based brand equity’s conceptual domain in empirical studies is Aaker’s’ (Christodoulides, Cadogan & Veloutsou 2015, p. 308).

Further, scholars such as Gill and Dawra (2010), state that Aaker’s brand equity dimensions, ‘fully and completely explain the construct brand equity’ (p.192). However, an analysis of both models leads this thesis researcher to posit that Keller’s CBBE model offers a fuller, deeper and richer framework within which to analyse consumer related brand equity. This is because all of the elements of Aaker’s model seem to subsumed within the CBBE model, whilst the CBBE model expands on these constructs and offers both broader and more nuanced depictions of the brand equity dimensions. Additionally, the CBBE model offers a framework within which to build strong brands to the strongest dimension of Brand Resonance (which offers a far deeper description of the company – consumer brand relationship than Aaker’s related Brand Loyalty dimension), as well as a robust means of CBBE analysis.

Additionally, the CBBE model describes the linkage and importance of both rational and emotive brand building elements in a more precise and convincing manner. This later element is an important component of building and analysing CBBE. As stated by Berry (2000), ‘great brands always make an emotional connection with the intended audience. They reach beyond the purely rational and purely economic level to spark feelings of closeness, affection, and trust’ (p.134).

This section therefore interprets ARO findings relating to CBBE primarily through the lens of Keller’s CBBE model (Keller 1993), with some reference to Aaker’s Brand Equity Model (Aaker 1991).
Keller (2001) stated that in addition to the CBBE model providing a framework for organisations to plan and implement brand building, it is also useful to assess progress and interpret brand strategies (Keller 2001, p. 19): T

The importance of the Customer – Based Brand Equity model is in the road map and guidance it provides for brand building. It provides a yardstick by which brands can assess their brand building efforts as well as a guide for marketing research initiatives. With respect to the latter, one CBBE application is in terms of brand tracking and providing quantitative measures of the success of brand – building efforts.

This section discusses AROs’ process of measuring and analysing CBBE changes regarding the CBBE model, and the Customer Based Brand equity Pyramid (Keller 2001), as well as other pertinent literature.

The interpretation is that AROs have achieved the first of the four primary CBBE steps, i.e. Establishing Brand Identity, however the achievement of the other 3 steps, Creating Brand Meaning, Eliciting Positive Brand Responses, and Forging Brand Relationships is quite uncertain, as detailed below:

By way of quick summary, the Customer Based Brand Equity Pyramid denotes a set of brand building blocks designed to create the apogee of Customer Based Brand Equity, namely ‘brand resonance’ which sits at the top of the pyramid. Strong brand resonance is achieved when there is totally harmonious accord between brand and consumer. Brand resonance refers to the depth that a brand ‘resonates’ with a consumer, thereby influencing the degree of consumer connectivity and psychological attachment to the brand. Higher brand resonance creates extremely high customer loyalty and brand interactivity. Brand resonance thus represents the highest level of brand – consumer relationship affinity. The CBBE Pyramid brand building blocks include brand salience, brand performance, brand imagery, consumer judgments, consumer feelings and at the pinnacle, consumer brand resonance (Keller 2001). There is therefore a hierarchy in brand development that is supported by sequential brand-building steps (Keller 2012).

The first brand building block, brand salience refers to how aware customers are of a brand and their capacity to recognize and recall that brand. This is essentially synonymous with Aaker (1991) Brand Equity model dimension of Brand Awareness. In this regard, it appears that most AROs have processes in place to measure the brand salience aspect of CBBE. For
example, Aurizon states: *Yeah, we looked at awareness of QR National versus Aurizon…the brand awareness of Aurizon is stronger* (Courtney), and V/Line states ‘We do do surveys every so often about prompted and unprompted brand awareness’ (Caroline).

The second CBBE building block, *brand performance* relates to how well the robust product functions to meet consumers’ utilitarian, aesthetic and economic needs. Keller (2001) asserts that product lies at the heart of creating brand equity, and thus creating and implementing a product that fully satisfies consumer needs and wants is a necessary precursor to successful marketing. Brands with embedded high quality products generally perform better financially.

The findings of this thesis have demonstrated that a major focus of AROs has been on improving product performance concomitant with enhancing rail and operational efficiencies. Not surprisingly then the primary focus of most ARO CBBE metrics are orientated towards rail performance metrics. These are supported by rail surveys that principally measure consumer satisfaction with the functional efficiency of the rail operations. This is a necessary metric and essentially measures the ‘brand as product’ in terms of value derived from the functional benefits (Aaker 1996), and helps to identify whether brand performance meets consumer’s functional needs (Keller 2001). At this level therefore, in terms of the CBBE Pyramid, AROs’ primary focus appears to be on improving and measuring ‘Brand Performance’, which is consistent with best practice advice in the literature.

**Brand Imagery**

Few AROs appear to implement brand imagery associations with effective measurement of brand imagery in the context of the CBBE model. That is not to say that AROs have not made deliberate (and sometimes incidental) changes to their brand image in terms of changing their brand name, brand logo and brand livery. AROs’ evolutionary and revolutionary rebranding has been amply discussed and demonstrated in Sections 4.3 and 5.3.2.

However, brand imagery in terms of a coordinated attempt to embed and portray brand imagery elements of *brand personality* and *brand history, heritage and experiences* appear to be relatively non-existent.

Although ARO managers could articulate what they felt their brand represented, or what they would like it to represent, it became evident that AROs do not have a strongly defined ‘brand personality’ (as identified within AROs in Section 4.3, and cross AROs in Section 5.3.4).
Given the inadequate portrayal of a brand personality, it is perhaps no wonder that it is difficult to measure correlate brand imagery to consumer perceptions of brand personality dimensions articulated by Keller (2001) and Aaker (1997). Additionally, the decisions not to integrate brand heritage into brand imagery and brand personality has been discussed in Section 6.4.2.5.

The ARO survey measurements focused on brand quality and to some extent also measure consumers’ brand judgments, in terms of consumers’ perception of the brand’s quality, and to a lesser extent a measurement of brand credibility, or how consumers perceive the organisation in terms of their organisational / brand expertise (competent, innovative, market leader) and trustworthiness. The brand judgements around likeability of the organisation are less well defined, although Aurizon have disclosed that likeability is one dimension of the overall attributes that they measure. AROs, however, seem to have much lower measures for brand consideration, i.e. the personal relevance of the brand for the consumer and brand superiority, i.e. Is there consumer perception that the brand offers more advantages, or is unique and better than other brands (in the context or rail this may potentially be measured against other potential transportation choices).

As highlighted in the literature review however, dominant and enduring brands deliver far more than good functionality and leverage emotive and self-expressive aspects of the brand. A key component of understanding the process of building brand equity is understanding how to build positive brand relationships, in particular how the bonds of emotional attachment build trust, consumer loyalty, and commitment (Fournier & Alvarez 2013). In terms of Keller (2001) CBBE model, this lies in the dimension of ‘consumer feelings’.

Consumer feelings in this context lies far beyond determining customer satisfaction (i.e. through customer satisfaction surveys), and is rather a deeper measure of consumers’ feelings of attachment and possibly affection for the brand. Given that all the case study rail organisations state they are focused on becoming more customer centric, there is an obvious need for rail organisations to continually monitor the pulse of consumer sentiment and feelings. The visible findings are that most of the current rail metrics have a tangible focus on customer satisfaction ratings. The use of customer satisfaction surveys is a powerful metric, however to adequately identify customer sentiment in relation to their brand experience, customer satisfaction surveys should be orientated around customer’s perception of dissatisfied vs satisfied vs delighted continuum over all elements of the consumer experience.
Additionally, they should be refined enough to identify consumers overarching ‘feelings’ towards the brand’. This is particularly important where the business is principally offering a service rather than selling a product (as is the case with Australian rail) (Aaker 1996).

Most AROs do not seem to have measures in place to identify these more emotive aspects. As discussed in brand imagery, this may be in part because AROs do not have a well-defined brand personality. However, this finding needs to be mediated against the fact that it is difficult to be totally certain that all organisations do not attempt to measure consumer feelings, as some organisations, such as Aurizon did not reveal the specifics of their ‘brand track’ surveys, citing ‘commercial in confidence’ issues. They did however note that they measure 20 attributes within two groups focused on competence attributes and likeability attributes. Even so it is difficult to make assumptions as to how comprehensive these measures may be. As stated by this interviewee in response to the brand track measurements, ‘But nothing is all encompassing unfortunately’ (Courtney). It is therefore unlikely that Aurizon measures the full dimensionality of the CBBE construct.

Additionally, organisations such as Sydney Trains and MTM do not regularly publish their relative international benchmarking results from ISBeRG, so it may be possible there is some measurement of brand feeling, although it is very unlikely.

In particular, few AROs seem to have a metric for brand personality or ‘brand as person’. Although many rail executives interviewed eschewed the notion of brand personality in Australian Rail, there is copious literature to prove it is a valid brand construct, as discussed in the literature review section of this thesis (Aaker 1997; Fournier & Alvarez 2012). Secondly, the fact that some rail executives described their brand in terms of biological metaphors suggests that subconsciously at least, ARO brand executives recognise the personable aspects of their brand. Applying a brand personality metric can assist organisations identify the expressive/emotive elements inherent their brand, providing a basis for differentiation and creating deeper customer relationships (Aaker 1996).

Another metric could be based on ‘organisational associations’ that measures brand associations linked to the organisations itself. Measures would include examining the values, people and processes behind the brand providing further basis for differentiation and for Australian Rail, it could prove useful in ascertaining areas where a more consumer centric
interface could occur. Metrics from a brand as organisation perspective is particular useful for corporate brands (Aaker 1996).

**Brand Resonance**

‘Brand resonance is the pinnacle of the CBBE model and provides important focus and priority for marketing decision making’ (Keller 2001, p. 20). Reaching this pinnacle requires an integrated brand building journey.

Specifically, the CBBE model identifies that building a strong brand consists of four key steps, established through an integrated process of using six brand building blocks as discussed in Section 2.5.3 and depicted in Figure 2.14. These brand building blocks have been described as a mix that appeals to consumers ‘head and heart’.

The discussion above identifies that AROs have enacted and measure some of the building blocks, however others have not been built, or have not been well constructed, or this research has found it difficult to identify how they have undertaken these processes. It is evident that AROs have principally focused on appealing to the ‘head’, but not the ‘heart’. Keller (2001, p. 1) states that ‘the most valuable brand building block, brand resonance, occurs when all the other brand building blocks have been established’. As most AROs have not effectively established all the brand building blocks, it is perhaps unsurprising that this research did not reveal a high degree of brand resonance between ARO brand and customers (or brand and employees). This is perhaps evinced by the following interviewee quotation ‘We want people to like us...They’re never going to love us’ (Tina).

The exception to this may possibly be V/Line who relate a high degree of brand resonance with some of their regional consumers, evident in the following quotation: A regional commuter who, V/Line’s been part of their life or their community for their whole life and they feel that affinity with the brand and certainly a lot of loyalty and ownership actually. *One of the key things that came through when we did the research was that people are saying, what are you doing to my V/Line? V/Line is ours* (Caroline).

However, it is debatable whether this brand resonance has been generated because of the corporation’s assiduous brand building efforts, or due to the longevity of V/Line operations and its impact on regional communities, with associated consumer nostalgia (almost despite branding changes). As the manager interviewed went on to state: *It’s really weird. I’ve never*
worked for a company where brand perceptions have been like that. It was almost like; I only can compare it with being a footy club. Yeah, that thing you know, people are really heavily invested and they get really annoyed when the government does things to what they perceive to be their V/Line. So the government’s the coach of the day if you like. It’s bizarre. I’ve never had anything like it before (Caroline).

In summary, then, AROs appear to have processes in place to measure whether there are strong brand associations, some, but not well defined measures to identify if these associations are favourable, and few if any measures to ascertain whether these brand associations are unique.

6.6.2.3 Implications for Theory

1) Financial Based Brand Equity: Although Aurizon does not appear to have followed all the processes recommended in the literature for corporate rebranding (particularly internal branding), an analysis of Aurizon’s share price fluctuations suggests that Aurizon did experience a positive increase in their brand equity immediately following their name change announcement.

2) The fact that all AROs have not instituted metrics to measure changes to brand equity is possibly indicative of the fact that these metrics are still somewhat complex. Continued academic enquiry into devising a robust, user friendly brand equity metric ‘dashboard’ would therefore be a fruitful addition to corporate rebranding theory and practice.

3) Customer-Based Brand Equity. Section 6.6.2.2 clearly identifies that the customer-based brand equity model provides a functional yardstick with which to measure brand equity fluctuations in the rebranding of AROs (Keller 1993).

This section relates to the Evaluation section of the CERF (Section 2.7.2, Figure 2.21). However, although the framework recommends that evaluation should be undertaken to obtain a holistic view of the rebranding, it does not provide any directions or recommendations as to how to successfully evaluate corporate rebranding. Therefore, a brand equity component has been added to expand the ECRF in the Evaluation phase (Section 6.8.1, Figure 6.15).

6.6.2.4 Implications for Practice

To determine the ongoing marketing results corporations, need to measure changes to brand equity at the beginning and end of each period (Ambler & Banvise 1998). The findings in
Section 5.6.1 clearly identify that no ARO has a mechanism in place to undertake this analysis.

In terms of Keller (2001) CBBE blueprint for creating and measuring strong brands, it is evident that all rail organisation’s measure brand salience, brand performance and some degree of consumer judgement. It is however unclear, and rather doubtful that AROs build and measure brand imagery and consumer feelings. Thus, the key focus of AROs is appealing to consumer’s head, but not their heart. Consequently, there appears to be very little Brand Resonance (the pinnacle of CBBE) in AROs (except for V/Line).

Although the literature indicates that clarifying and measuring brand equity is not easy (Christodoulides et al. 2006), instituting reliable and valid consumer-based brand equity instruments is a vital brand management function. Identifying changes to consumer’s brand perception assists organisations to clarify what competitive advantages may have been realised from brand management practices (Pappu, Quester & Cooksey 2005). Lastly, although it is challenging for organisations to institute mechanisms that measure both consumer brand equity and financial brand assets, where these brand measures are instituted into brand programs, ongoing brand building activities are easier to justify (Aaker 1996).

**Implication 1:** It is therefore suggested that AROs investigate and implement appropriate metrics that would enable them to identity the potential changes in financial brand equity because of rebranding strategies and ongoing marketing tactics.

**Implication 2:** It is suggested that publicly listed corporation’s undertaking rebranding, research the potential link between investor’s corporate image perception and expectation of future profitability to share price fluctuations and the ramifications of this to changes in financial brand equity. They could then potentially use the statistical correlation between rebranding and share price fluctuations as a metric to measure changes in financial brand equity.

**Implication 3:** It is suggested that AROs review their data collection and brand metrics processes considering best practice cited in the literature and adapt their mechanisms and processes accordingly to effectively measure financial and *customer based brand equity. This will assist AROs to design optimal ongoing strategic management, marketing and branding decision making.*
Implication 4: It is suggested that AROs develop holistic and integrated processes that enable them to identify and enact appropriate brand building blocks and track changes to customer-based brand equity (Keller 2001). Specifically, AROs could conduct regular ‘brand audits’ to identify consumers current and changing brand associations. Organisations could then (re)clarify their desired brand essence and use ongoing and innovative marketing to embed favourable, strong, and unique brand associations in consumers’ mind stream.

More specifically, in his seminal article explaining the Customer Based Brand Equity Model, entitled ‘Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands’, Keller (2001) provides a set of questions to ascertain the level of attainment for each of the brand building blocks. He states that these may assist with brand tracking and providing quantitative measures of CBBE application. It is therefore recommended that AROs review these questions and adapt them where necessary to suit specific contexts. These adapted questions should thenceforth be utilised in ongoing research and analysis to assist CBBE brand tracking and ensure that the full dimensionality of building strong customer based brand equity is being addressed.

6.7 Ongoing Brand Management Issues Following Rebranding

As discussed in Section 2.6, ongoing brand management is of fundamental importance to building and maintaining strong brands. Further, successful re-branding requires ongoing brand management (Hankinson, Lomax & Hand 2007). Although many organisations view rebranding as a one-off exercise, to continue to maintain a new brand image, create strong, favourable and unique brand associations and continue to enhance brand equity, ongoing brand management is necessary. ‘Even strong brands must continually engage in brand – building activities to maintain or enhance their brand equity’ (Keller 2001, p. 21). This section therefore addresses some of the challenges and issues of ongoing ARO branding as related by the interview participants.
Additionally, Table 4.29 in Section 5.7.9. provided a summation of the key findings for AROs ‘ongoing brand management issues following rebranding’. This section interprets those findings considering branding and rebranding literature. Lastly, implications for theory and policy and practice are presented.
6.7.1 Small Marketing Team

Most AROs (except for V/Line) identified that they had relatively small marketing teams (Sections 4.7A.1.1; 4.7A.2.1.). There seemed to be a general notion that the marketing team is primarily responsible for driving internal branding, and given the relatively non-existent marketing representation, the capacity to drive internal branding had been somewhat diminished. Additionally, three of the AROs identified that the smaller marketing team was correlated to the fact that the respective government transport departments (tNSW & PTV) were responsible for the marketing. The ramifications of this are discussed in the next Section (6.7.2).

In terms of assessing whether it is necessary or justifiable for AROs to have sufficient and effective marketing representation for ongoing brand management, a key consideration is whether brands are truly considered to be assets. Where they are recognised as assets, the brand management role changes from being tactical and reactive to strategic and visionary (Aaker 2014). In this context, Section 2.6.2 discussed best practice recommendations for organisations to move to a ‘brand leadership’ model. This model is illustrated in Figure 2.19: ‘Brand Leadership – The Evolving Paradigm’. The model suggests that for brand management to be more strategic and visionary, the Brand Manager should be higher in the organisation, and be involved in creating the brand strategy as well as implementing it. Additionally, there should be a longer-term brand management horizon with marketing representation being ensconced therein.

Most AROs do appear to have engaged brand managers at a senior level at least for the rebranding period. It is however somewhat difficult to ascertain to what extent brand managers have been involved in (co)creating the brand strategy across organisations. However, interviews identified the following:

- The Brand Manager at MTM had a very hand on role and ownership of brand creation prior to and during the franchise bid. However, since all Intellectual Property is retained by the State of Victoria, and marketing is controlled by PTV, ongoing branding & marketing are considerably controlled. Additionally, brand elements such as the ‘prism’ or ‘diamond’ effect developed for the MTM bid have been appropriated by PTV and rolled out across the intermodal network (albeit in different colours).
• The Brand Manager at Aurizon appeared to have had a reasonable influence as a conduit of fast tracking rebranding the name. However, it is noteworthy that the entire marketing team was made redundant shortly following the rebranding and the Brand Manager himself was replaced a week after the interview for this thesis by another manager with less experience in the branding specific domain.

• The Brand Manager at Sydney Trains indicated that the rebranding initiatives, including the creation of the overarching intermodal 'hop' brand, had already been created prior to their appointment. The branding / marketing ‘team’ was relatively small to non-existent and ongoing branding / marketing, is primarily controlled by the government (TfNSW).

• The Brand Manager at V/Line identified that many aspects of the incremental branding were either arrived at somewhat by default (i.e. purple being the best colour left in the available intermodal colour palette), or by surprise (i.e. new VLocity trains arriving in green livery with the decision maker, or decision making process unknown).

6.7.2 Political Influence – Branding elements organised externally by Government

Sections 4.7.2.3; 4.7.3.2; 4.7.4.2, and 5.7.1.3 identified that marketing for MTM, V/Line & Sydney Trains is centralised to the transport agencies that oversee the integrated transport network (PTV & TfNSW). This creates some angst with marketers inside AROs expressing confusion and frustration (4.7.2.3), whilst others expressed the relative constraints of ongoing branding given the very, very low marketing budget (Sections 4.5B.4.2 & 4.5B.4.6). The following statement by one senior rail manager probably summed up the general sentiment, ‘There needs to be one brand owner and you drive it and it’s up to you to make it work’ (Janine).

A key finding from the inquiry into ongoing brand management issues of AROs, was the rapid restructuring of marketing departments after the rebranding exercise leaving often only one or very limited personnel responsible for ongoing marketing / public relations and branding. This has reportedly affected the AROs’ ability to comprehensively undertake internal branding, as evidenced by this interviewee quote: They had a whole branding team internally to sell that. It’s interesting that they did away with that. I don’t think they’ve finished the journey (Matthew).

Except for Aurizon, marketing strategies and decisions are principally executed by the government transportation organisations responsible for respective AROs. Anecdotally it
appears there is often little collaboration between the government agency and the organisations responsible for the daily operation of the rail entity, and certainly there is little autonomy for AROs to drive marketing.

Additionally, the model identifies that organisations should communicate not only with external stakeholders, but with internal ones as well. The focus on this communication should be to inspire these stakeholders. Section 5.4.1 identified that AROs undertook relatively limited to no internal branding with employees during the rebranding process and Section 6.4.1 discussed the implications of this.

Additionally, Section 2.2.1 highlighted the importance of managing brand personality, i.e. ‘successful 21st century firm must carefully manage its corporate brand personality’ (Keller & Richey 2006, p. 74). As identified in Section 6.4.2.7, however, AROs have very little identifiable brand personality.

6.7.3 Sustainability

Sections 4.7.1.2.; 4.7.2.2.; and 5.7.1.4 identified that some AROs (Aurizon) felt their sustainability lagged behind other ASX companies, providing a business gap, whilst other AROs (Sydney Trains) thought the sustainability message could be better integrated to encourage greater rail patronage, rather than car use. It should be noted that these issues were raised organically during the general rebranding interview process, and were not specifically prompted. Questions about sustainability were not asked of the other two AROs and therefore it is possible they also have sustainability issues.

AROs’ insight into their sustainability issues, and questioning of their effective integration is topical. The ‘True Value of Rail in Australia’ report commissioned by ARA and undertaken by Deloitte Access Economics Pty Ltd clearly identified that rail has inherent sustainability orientated strengths compared to other transportation alternatives, and particularly cars. These sustainability strengths cover the gamut of social, environment and economic sustainability dimensions. Selected excerpts from the report follows:

- Road travel produces more than 40% more carbon pollution than rail travel for each kilometre travelled by a passenger.
- Road freight produces more than ten times as much carbon pollution as rail freight per tonne kilometre.
- Every additional rail journey reduces carbon emission costs by around 2 cents.
• Every additional rail journey reduces congestion costs by between $1.80 and $7.01.

• Every additional rail journey reduces time spent waiting in traffic by between 6 and 23 minutes.

• For passenger journeys, every trip made on rail rather than road can reduce costs to society by between $3 and $8.50, depending on the city.

• Passenger journey by rail instead of road can reduce costs relating to congestion, carbon pollution and accidents by around $3.11 in Brisbane or up to around $8.41 in Sydney.

• Freight savings are estimated to be around 95 cents for every tonne kilometre.

• Road transport generates almost eight times the amount of accident costs as rail transport does.

• Rail allows for greater social inclusion.

• An effective rail based passenger transport system can improve economic productivity and create wider benefits for the economy. This is created through more efficient land use patterns (such as higher density and clustering) as well as enhanced land values (Economics 2011).

The findings in the ‘True Value of Rail in Australia’ report therefore clearly articulates the copious benefits of using rail rather than other forms of transportation to improve sustainability initiatives. It is therefore suggested that AROs should find it relatively straightforward to translate the key benefits of using rail within their branding/marketing campaigns to enhance stakeholders understanding of the sustainability benefits of using rail, and potentially significantly enhance patronage.

It may be instructive for AROs and Australian Government transport departments to consider the ‘Greener Journeys’ campaign in the UK, designed to encourage more sustainable travel choices through choosing public transportation alternatives, although it is focused more on bus and coach transportation rather than rail. The campaigns claim is ‘switching from car to bus for just one journey a month would mean one billion fewer car journeys on our roads and would save two million tonnes of CO2 every year’ (Journeys 2016, p. 1).
Greener Journeys recently commissioned a report from KPMG and the Institute for Transport Studies at the University of Leeds to quantify the sustainability impact of using buses rather than cars. Without reiterating all the findings, some key points were that bus passenger per kilometre produces 75% fewer emissions than car passengers per kilometre, and a 10% enhancement in bus service accessibility would translate to an additional 50,000 more people in work (Greener Journeys 2016).

![Greener Journeys Campaign](image)

**Figure 6.13: Greener Journeys Campaign**

Source: Journeys (2016)

### 6.7.4 Graffiti

Section 5.7.1 identified that graffiti is a perennial issue for AROs, requiring significant time and ongoing expense to keep rolling stock in a state of cleanliness acceptable to commuters, with Sydney Trains reportedly undertaking a 27,000 hour ‘cleaning blitz’ in 2014 (Section 4.7.2.1).

Graffiti has been associated with diminished perceptions of safety, declining customer satisfaction and an impediment to achieving world-class rail status. In the context of graffiti associated with safety issues, it may be informative to ponder the effects of a five-year
program to eradicate graffiti on public transportation in New York City. In 1984 David Gunn, president of the New York City Transit Authority (NYCTA), began a zero-tolerance policy on graffiti. Backed up by the NYPD and transit police, this and subsequent transportation initiatives effectively minimised graffiti from subway trains and is credited with being a major component of a remarkable and ‘astonishing’ story of the reduction of crime in New York City in the 1990’s (Kelling 2009).

However, in practical terms for AROs, although innovative solutions such as graffiti retardant lining sniffer and vandal apprehending dogs (4.7.2.4, Figure 4.46), and the spray paint sensing ‘mousetrap’ have been adopted (Figure 4.47), given the sheer size of rolling stock and associated rail assets, battling graffiti is an ongoing battle for AROs to meet customer expectations and provide high levels of customer satisfaction with rail cleanliness.

Although battling graffiti may ostensibly be considered a logistics / management issue, given the negative impact on stakeholder perception and the risk to achieving the vaunted world-class status, it is argued that graffiti is also a critical ongoing brand management issue.

6.7.5 Co-Branding – Livery Advertising

The Minister for Transport Gladys Berejiklian said in December 2013, ‘the new advertising contracts are expected to double the revenue Sydney Trains receives through advertising to at least $100 million over five years, unlocking the potential that has long been underutilised across the network’ (Philipson 2015, p. 1).

The concept of placing other advertising / brands on the sides of the trains, (where the Sydney Trains livery is also visible) is essentially co-branding, where ‘co-branding entails placing two or more brands on a product or its package’ (Lamb 2016 p. 183). Co-branding therefore occurs when two or more well-known brands are combined into a joint product or marketed together (Keller, 1998 p. 283). Co-branding is used when the two companies believe that the other’s strong brand name will lead to increased purchase intentions (Kotler, 2000 p. 417).

Gabrielsson (2005) argues that co-branding is a strategy that is more likely to be used by a Born Global than a traditional firm to leverage the other partner’s resources and marketing efforts. Co-branding can further lead to increased sales exposure by using the partner’s customers and channels. It can also reduce the cost of entering new markets (Keller 1999).
Some interviewees believed prudence should be used in co-branding rail livery, particularly due to their relatively recent rebrand (5.7.6). This prudence seems logical in situations where there is complimentary brand marketing because ‘unless the two brands stand for comparable quality, the association might tarnish the more prestigious brand’ (Aaker & Joachimsthaler 2000, p. 15). On the negative side, co-branding can diminish the control over the brand and the positioning strategy (Keller 2008). Whilst other interviewees believed that this opportunity should be aggressively pursued and pointed to a lack of commercial thinking (5.7.6).

V/Line seem to have the most developed strategy and policy for co-branded livery advertising with a clear idea of what kind of advertising they would not approve if it diminishes their brand image. They have consequently been very selective of co-branding partners and cautious about commercialising train wraps. At the same time, they have achieved success with established marketing partnerships such as Tourism Victoria, and more recently with Deakin University (4.7.3.4).

### 6.7.6 Current Branding – Future Branding Strategy

A pertinent question in semi-structured interviews that related to RQ 6: was ‘What is your organisation’s current & future branding strategy?’ (Interview guide: Appendix 4). Section 6.7.6.1 discusses and interprets interviewee responses to the current branding strategy and Section 6.7.6.2 interprets responses to the future branding strategy question.

#### 6.7.6.1 Current Branding Strategy

The answers were surprising. The interviewees were senior managers who had direct knowledge of, influence in or responsibility for rebranding which had been completed only months before the interviews. The interviewer therefore expected that the answers would be straightforward and concise, with the occasional interviewee providing greater depth and clarity. Instead, it seemed that many interviewees were very vague about defining the rebrand.

At Aurizon, none of the interviewees could clearly articulate what the current branding strategy was (e.g. ‘that’s a good question’) and one stated that Aurizon didn’t even have a current branding strategy (Sections 4.7.1.4 and 5.7.1.7). This is of course directly contrary to recommended rebranding practice, i.e. ‘senior managers need to understand the meaning of their brands, and the problems and opportunities of change’ (Lomax & Mador 2006, p. 94).
Although Sydney Trains provided slightly more insight into their rebranding strategy, they identified that it was full of gaps, with very little internal staff engagement, announcements were politically driven and the rebrand was viewed with scepticism from many stakeholders. An interviewee ended with the broad statement that Sydney Trains vision is to ‘Keep Sydney Moving’ (Section 5.7.1.7). This seems to be uncannily like Aurizon’s brand mantra ‘Moving a Nation’ (Sections 4.3.1.5 & 5.3.4). The statements are very generic with little flavour, and add very little insight into the manner in which this ‘moving’ is to be undertaken. No wonder that one interviewee stated (Section 5.7.1.7); ‘but in our brand, we don’t really have that in our essence. So, we don’t have brand essence’ (Courtney).

Aurizon’s ‘Moving a Nation’ is the same slogan that was used when the company was named QR National; ‘the underlying message is that QR National really is moving a nation’ (Aurizon 2010, p. 1), as announced on 17 Aug 2010 to promote QR National’s national advertising campaign. It is therefore difficult to discern the compelling new brand promise underpinning the name change (QR National to Aurizon), heralding the businesses ‘transformation’ (Sections 4.2.1.1.; 4.2.1.2; 4.5B.1.1).

In this context, it should be noted that Sydney Trains have adopted the brand mantra, ‘the customer is at the centre of everything we do’ (Corporation 2013, p. 10). It’s in big fat letters down in our lobby (Susan – Section 4.3.2.4). However, rather than a compelling new brand mantra, this was also the focus for Sydney Trains predecessor, Railcorp, as stated in their 2010 – 2011 Annual Report, ‘I would like to personally thank all RailCorp employees, who are focused on putting our customers at the centre of everything we do’ (Rail Corporation NSW 2011, p. 2)

Senior ARO manager responses at the very least verifies the contention posited in Section 6.4.1.3 that many AROs, and particularly Aurizon and Sydney Trains, have undertaken little to no internal rebranding. If senior managers do not understand what the branding strategy is, how are more junior staff responsible for direct service delivery going to persuade customers to buy into the rebranding strategy and ‘live the brand’ as recommended in Principle 4 of the Six-Principle Schema of Corporate Rebranding (Merrilees & Miller 2008)? Indeed, how can the corporate culture be realigned and internal stakeholders encouraged to become an embodiment of the new projected brand promise, as recommended in Muzellec & Lambkin (2006) ‘Model of the Rebranding Process’, when no one is quite sure what the brand promise is?
Chapter 6 – Discussion and Interpretation of Findings

It would appear then that some AROs have approached the rebranding activity primarily as an external exercise to convince shareholders and other stakeholders that the corporation has been substantially altered, without attending to any highly insightful analysis of what the brand promise is, or discernible commitment to real internal branding. Certainly, no single interviewee could convincingly articulate the spirit and culture of their organisation (Causon 2004), or provide any compelling insight into their brand strategy. V/Line probably came the closest in this regard, however made it clear that at the time of rebranding the marketing teams view of what rebranding comprises (whole of organisational buy in/internal branding), was vastly different to management views (primary focus on changing marketing aesthetics), Section 4.4.3.1.

Section 6.4.1.3 highlighted the importance for CEO and top executives to be brand champions and drive internal branding (Aaker 2014). This primary engagement assists employees to authentically ‘live the brand’ (de Chernatony 2002), and reflect the brand personality (Keller & Richey 2006). Given the discussion above however, the implications from that section are reiterated, i.e. that appropriate AROs’ CEO / senior management championing of holistic corporate rebranding requirements have been largely unfulfilled.

6.7.6.2 Future Branding Strategy
V/Line probably have the clearest insight into what their ongoing branding strategy is, which essentially is to keep continuing with the same branding/marketing objectives. This is probably not surprising as them rebrand was an evolutionary (incremental) rebrand rather than a revolutionary rebrands (Section 6.3.2). To meet their objectives, they have developed an ‘outbound strategy’ where they have worked closely with Tourism Victoria, and local tourism associations in collaborative and innovative marketing campaigns promoting ‘destinational products’ (4.7.3.5). V/Line’s objective to attract Melbourne audiences and provide people with a reason to go out to regional Victoria was spectacularly achieved through their creative ‘Guilt Trip’ marketing campaign that created an additional 160,000 trips in the VFF market (McIlroy 2012) as discussed in Section 6.5.2.1.

MTM had a very interesting response in relation to their current and ongoing branding strategy, ‘Dumb Ways to Die – that kind of positions our brand’ (Tina, Section 5.7.1.7). This globally famous marketing campaign has been discussed in depth in Section 6.5.2.2. Initially it was a public safety message centred around being safe on trains that went globally viral and is now the subject of books, videos, mobile and computer game apps. That this still forms a
central part of their ongoing branding is evidenced by the fact that a depiction of ‘Dumb ways to Die’ characters still features prominently on the safety link of their web site, not to mention the copious game apps in iTunes & Google Play sites with over 200 million downloads (Metro Trains 2016).

Certainly, MTM have stated, ‘Safety is our highest priority. The safety and security of our customers is paramount; therefore, we do not cut corners – anywhere’ (Metro Trains 2014, p. 4). In this context, the ongoing use of ‘Dumb ways to Die’ as a cornerstone of their branding makes sense and seems appropriate, and undoubtedly has generated strong and unique brand associations around the safety message.

However, the stated rationale for the creation of the brand name (Metro) was to generate a perception / reality of a transformation to a railway having an equal standing to rail entities in prestigious global cities (Section 4.3.4.7). The emphasis of the importance of corporate uniforms supports this aspiration, ‘designed to be professional... around the look of the brand as well as the personality and tone of voice and style... we want personality’ (Tina, Section 4.4.4.1). In this context, it seems unlikely that the ongoing ‘Dumb Ways to Die’ campaign / franchise on its own provides the sought after prestigious brand associations, given that it largely depicts ‘loveable DWTD animated characters being murdered in gleeful fashion’ (Laboratories 2013, p. 1). It is therefore posited that in addition to ‘Dumb Ways to Die’, MTM could seek more contemporary, sophisticated campaigns to align their brand, to create additional brand associations that are more reflective of the sophisticated global image they are aspiring towards.

In terms of future rebranding, although Sydney Trains could not convincingly express their brand essence, they did have a relatively clear understanding of what they needed to do in the future to transform the brand. One aspect was in relation to ensuring all livery/signage/branding was consistent around the network. However, the major focus was on increasing employee engagement, with a view to them becoming ‘brand ambassadors’ (5.7.1.7).

Given the polluted legacy of Railcorp’s endemic corruption that had bred a toxic corporate culture (4.5B.2.1), exciting and engaging employees about a Sydney Trains rebrand is arguably a monumental task. Additionally, the significant downsizing of personnel, amidst enterprise bargaining agreement negotiations that became the subject of union vitriol, with
protracted disagreements ultimately landing in court (4.5B.2.2), also affected any significant internal branding (6.4.1.3, 6.5B.1.2).

Like MTM, an area that was championed by Sydney Trains as being of fundamental importance to changing the corporate culture was the creation of new staff uniforms, which were believed to be instrumental in enhancing pride in employees (4.5B.2.5). Proudly announced by the Transport Minister Gladys Berejiklian on April 18, 2013 (4.4.2.7), with a ministerial directive that shorts were no longer to be worn, the uniforms were deemed to be modern and professional (Dumas 2013, p. 1). Professional uniforms are also described as \textit{massively important to railway staff}, that helps employees to \textit{appreciate that they are ambassadors} (Janine). It was also pointed out that drivers are responsible for 1000 lives and therefore need to look the part when walking down the concourse as you \textit{wouldn’t see a Qantas pilot wearing a scruffy old pair of shorts} (Janine, Section 4.4.2.7).

During the semi-structured interviews, a manager stated that consultation had been undertaken with union reps and staff reps on the development of the uniforms. The aspects they didn’t like had been listened to and accommodated (4.3.2.7). Subsequently however, the issue of corporate uniforms became a three-year long saga, with the diatribe between Sydney Trains, employees and unions worthy of a novel.

The Sydney Trains corporate uniforms saga has been summarised and presented in Section 4.3.2.7. Essentially, Sydney Trains management was accused of providing impractical uniforms made from inferior materials that created skin allergies, irritations, excess sweating and trousers that made employees so itchy, they scratched themselves until they bled (Silmalis 2015). Banning workers from wearing shorts in the heat of a NSW summer was unbelievable, with the Loco Division Secretary, Bob Hayden stating ‘\textit{rejecting the use of shorts is just another sign of how out of touch Sydney Trains management is when it comes to the everyday welfare of its employees}’ (Express 2014).

Ultimately, unions won the fight with employees right to wear shorts to knee length announced by Tony Eid, Director of Operations at Sydney Trains on 11 May, 2015 (Saulwick 2015).

Further research would be pertinent to:

\begin{itemize}
  \item \textit{Determine if staff at Sydney Trains (and other AROs) could now be authentically identified as brand ambassadors.}
\end{itemize}
ii) Assess the impact of uniforms in other rail organisations (and transport industries) that have rebranded globally.

These points are discussed further in Section 6.10.10.

The most troubling ARO in terms of their future rebranding strategy was Aurizon. In one instance when the interviewer asked the question of the future rebranding strategy, a question was asked in return by the interviewee who clearly did not know the answer, ‘What is our business strategy or our diversification strategy... what is our business moving forward?’ (Courtney, 5.7.1.7). It was also clear from the other manager’s responses (Section 5.7.1.7, Table 5.21), that there was no clarity around what the future of the brand was and that the work identifying the brand essence/brand direction had not been adequately undertaken. Although it was identified in broad terms that ultimately Aurizon wants employees to be brand ambassadors who portray the company positively.

This lack of understanding seems to clearly indicate that there has been a dearth of adequate planning for the rebranding as well as a lack of internal branding by senior management. Additionally, in an Australian Financial Review article ironically titled ‘Aurizon’s Lance Hockridge on the formula for building a better workforce’, the CEO equates corporate culture changes at Aurizon to attempting to changing the engines on a 747 in flight (4.5B.1.1). Specifically, he states, ‘we couldn’t take time out to design and implement that kind of change. We had to do it on the fly’ (Ludlow 2015 p. 1).

Lastly, Section 4.3.1.12 identified that the manner and speed at which the name change occurred was a surprise to almost everyone in the organisation. The rationale for this abruptness was summed up in the following interviewee comment: We had quite a tight timeline...the approach we took, we did as much as we could in the time we were given, because Lance knew that if we didn’t do it by this year’s AGM, we have to wait another year (Luke).

The lack of Aurizon’s senior management clarity around the current and future rebranding strategy, corporate culture changes that are decided ‘on the fly’ and a serious undertaking of a revolutionary name change that is expedited and surprising are all indicative of minimal planning and hurried execution. This certainly contradicts the corporate rebranding dictum contained in the CRF that rebranding is a serious strategic decision and ‘should not be undertaken without careful planning’ (Daly & Moloney 2004, p. 35). It is also contrary to
6.7.7 Potential Additional Rail Revenue Generation

An interesting additional finding were comments from some interviewees that there is the potential to significantly enhance the revenue from rail operations by adding ancillary services and activities. Sydney Trains identified that more revenue could be generated from growing off peak patronage on trains (4.7.2.7), car parking at railway stations (4.7.2.8), advertising on rail assets including livery and ‘destination’ stations (4.7.2.5). V/Line revealed that we’re looking into different kinds of commerciality streams and how we can raise revenue (Caroline – Section 4.7.3.7).

This may be a particularly pertinent finding given the fact that many of the government owned rail organisations are generously subsidised by the government. For example, as part of the justification for rebranding Railcorp to Sydney Trains, the Transport Minister cited the extraordinarily high cost of supporting Rail Corp operations: ‘RailCorp is currently financially unsustainable. It costs $10 million a day to run, with costs rising three times as fast as the number of passenger journeys’ (Berejiklian 2012, p. 1).

In the context of potentially deriving more revenue from rail, it may be salient to consider researchers’ recommendations on station design that affords ‘amenity & opportunity’. For example, Hale and Miller (2012) argue that better designed Australian rail stations will improve patron’s overall journey experience and create better transport outcomes. Additionally, they argue that Australian rail would benefit financially from extending the station design to transition from minimal convenience retail offering to more extensive retail formats. This may include anchor supermarkets / department stores with an array of speciality stores as is provided in many Asian systems.

6.7.8 Technology – Use of Apps

Section 5.7.2 identified that there is a universal ARO adoption of smart technology apps and devices. These encompass both ‘in house’ apps to improve organisational efficiencies and consumer centric apps aimed at enhancing consumer information and experience. This is evidently an area where AROs need to keep up to date and implement the latest technological interfaces to satisfy an increasingly mobile centric population.
In addition to the obvious ramifications of brand management in ensuring that apps are appropriate and consistently deliver up to date information, there is the pervasive issue of social media management. Essentially, technology has empowered customers more than at any time in history, with the internet forcing and forging new relationship realities between companies and its stakeholders. The internet has created a democratisation of technology, information and social capital. This socio technological phenomenon calls for a revolution in brand management practices that requires a more balanced, stakeholder integrating paradigm (Asmussen et al. 2013). These technologies have rearranged the asymmetry of information that previously benefitted brand managers, and thus many brand managers are needing to change from a ‘brand guardian’ to a ‘brand host’ orientation (Christodoulides 2009). Figure 6.14 below provides a summative illustration of these key socio technological developments:

**Figure 6.14: The three socio-technological key developments of the internet-based democratization of brand management**

Source: Asmussen et al. (2013, p. 1476)
On the positive side, social media has been identified as an ideal means to create an online brand community (Habibi, Laroche & Richard 2014).

### 6.7.9 Implications for Theory

The gaps in ongoing brand management practice present interesting contemporary examples of AROs’ challenges in ongoing brand management. Additionally, there are significant gaps where AROs do not appear to have incorporated best practice rebranding strategies & tactics.

In summary:

- **AROs have small to non-existent marketing teams, particularly following the rebranding exercise (6.7.1).**

- **Marketing strategies and decisions in 3 of the 4 AROs investigated is tightly controlled by the government transportation organisations responsible for respective AROs. Effective ARO initiated marketing is further constrained by very small budgets. Within ARO management this reportedly creates angst, confusion, frustration and a general feeling that more success could be achieved faster if marketing was left to brand managers in AROs with deep industry / marketing experience (6.7.2).**

- **Some AROs have identified that they have sustainability issues that range from being a long way behind similar publicly listed companies, to a belief that sustainability messages could be better integrated to encourage greater rail patronage, rather than car use (6.7.3).**

- **Combating graffiti is an ongoing perennial issue that cost millions of dollars and soaks up thousands of hours of labour each year (6.7.4).**

- **AROs are adopting livery advertising to generate revenue from co-branding, or commercial advertising on livery. They are also seeking ways to increase patronage in off-peak times. They are also seeking other innovative, alternative methods of revenue raising (6.7.5).**

- **Current branding for many AROs is either vague or confused, and many need clarification and further planning in their ongoing / future branding strategies (6.7.6).**

Additionally, the CRF (Daly & Moloney 2004) is comprised of three main phases, namely Analysis, Planning & Evaluation and does not consider ongoing brand management issues. The findings presented in this thesis however clearly demonstrates AROs have significant ongoing brand management issues and challenges that could fundamentally affect the success or failure of their (ongoing) rebranding strategy.
incorporated an ‘ongoing brand management’ phase into the conceptual model. The ongoing management findings (Section 5.7) and subsequent interpretation in this section justifies the incorporation of this additional phase. Thus, an ongoing brand management phase has been added to the ECRF (Section 6.8.1, Figure 6.15).

6.7.10 Implications for Policy & Practice

Very Small Marketing Teams
It is encouraging that many AROs engaged brand managers at a relatively senior management level for their initial rebranding strategy. However, whether the level of their involvement is at a strategic and visionary level, or whether it is more tactical and reactive, is less certain. Certainly, it appears that ongoing branding activities are constrained by a very small marketing / branding team across AROs, with many AROs marketing controlled by government transport agencies.

In terms of small marketing / branding team across AROs, Section 5.7.1 (Table 5.19) highlighted that many AROs (particularly Aurizon & Sydney Trains) felt that potential internal branding had been hampered by the small size / lack of a marketing department. Whilst Section 4.4.3.1 identified that at V/Line different views between management and the marketing department on what rebranding should entail led to a lack of internal branding that slowed a whole of organisation ‘buy in’.

Section 6.7.1 discussed some of the implications of small marketing teams. It is therefore posited that as brands are unquestionably assets (Kevin Lane & Lehmann 2006; Leone et al. 2006; M’Zungu, Merrilees & Miller 2010; Wood 2000) and marketers play a key role in managing and assisting the growth of that asset (Aaker & Joachimsthaler 2000), AROs should consider having stronger and more permanent marketing representation (Uncles, Cocks & Macrae 1995).

Additionally, given reported ongoing branding / marketing issues inherent in having small / no marketing department, AROs undertaking rebranding in the future may wish to consider the value in engaging high level branding / marketing staff. They may wish to engage them from the nascent stages of rebranding to ensure that strategic rather than reactionary branding is undertaken.

Additionally, it is important for AROs to understand that successful rebranding requires ongoing branding (not just marketing) post the rebranding launch date. Successful ongoing
rebranding requires branding specialists embedded at a high level in the organisation on an ongoing basis (Uncles, Cocks & Macrae 1995).

**Marketing Constraints of Government Transport Agencies**

In terms of AROs’ concerns about marketing controlled by government transport agencies, Section 4.7.2.3 highlighted quotations from a Sydney Trains manager who was frustrated by the marketing constraints imputed by a government transport agency, with the strong belief that greater and faster success would be achieved in the private sector. Further, Section 6.5.2.2 related that a senior MTM manager believed the global success of the innovative ‘Dumb Ways to Die’ campaign, was propelled by MTM being a private organisation (with the implication that similar success may not have been achieved by a government organisation). However, the current government marketing constraints and small marketing budget were also highlighted.

In relation to the CBBE model (discussed in Section 6.6.2), senior rail industry representatives identified that effective change (i.e. brand building), would suffer from too much political control:

> But it’s a bit confusing there, because the customer satisfaction surveys and all the customer satisfaction is done by Transport for New South Wales. It’s not done by Sydney Trains. I think that’s wrong. The model to me has got too much power in the government department and not enough in the operational arms. You can’t expect them to change while the purse strings are being pulled externally by a bureaucrat (Matthew).

The implications for Transport Departments is similar to that for ARO senior management in the preceding discussion of small marketing representation. Ostensibly the rationale for the government’s tight control of marketing is to ‘ensure there is a commonality of tone and message in the public sphere’ (Transport 2008, p. 27). However, it is posited that governments could use other mechanisms within their franchise instruments that still ensure that a common tone and message is delivered, whilst allowing AROs to exercise marketing creativity. Essentially, Transport Departments may wish to recognise the value of marketing professionals embedded in AROs in driving the brand and continuing to influence ongoing brand management, with the potential to enhance brand equity / the brand asset. Similar to ARO senior management, it is important for Transport Departments to recognise that successful rebranding requires ongoing branding (not just marketing) post the rebranding launch date.
However, the ability for government transport agencies to effect change in this area is probably more complex, as policies have been written within a government bureaucracy and approved at a ministerial / parliamentary level.

Nevertheless, it is clear that ARO senior managers generally believe these government constraints diminish the efficiency and speed of potential ongoing marketing / branding campaigns. Government Ministers and Government Transport Departments may therefore wish to investigate the current arrangements and if deemed appropriate, make adjustments to allow affected rail organisations greater marketing autonomy and higher marketing budgets.

**Sustainability**

Sections 4.7.1.2.; 4.7.2.2.; and 5.7.1.4 identified AROs’ issues with their sustainability initiatives / branding. Section 6.7.3 discussed these issues a broader context regarding the ‘True Value of Rail’ report and the ‘Greener Journeys’ initiative in the UK.

A key implication is there would appear to be enough quantifiable findings for AROs to be able to authentically incorporate a branding / marketing campaign that extols the sustainability benefits of using rail rather than car thereby enhancing stakeholder’s perception of ‘green’ rail and potentially significantly enhancing patronage.

In terms of broader policy implications to Australia, given the comprehensive investigation into rail sustainability undertaken by Deloitte Access Economics Pty Ltd (Economics 2011, p. 62), it seems pertinent to quote excerpts from their ‘implications for public policy’ summation here:

> Australia is currently in a situation where the most desirable mix of transportation modes may be changing and if the right investments in infrastructure are to be made then decision makers must consider the true value of rail…. There is a need for policy action to overcome current network constraints and realise the true value of rail to the Australian economy. Bold policy decisions...should be considered. Failure to act will tie Australia further in to road based transport and would not allow the realisation of increasing returns to scale, environmental, productivity and social gains that could be seen if rail networks were encouraged to grow.

In relation to the Greener Journeys campaign, it is pertinent to note, ‘Greener Journeys is a coalition of Britain’s leading bus companies and other supporters including Transport for London, Transport Focus, Campaign for Better Transport, the RAC Foundation and the
Confederation for Passenger Transport (CPT)’ (Journeys 2016). The implications of this for AROs may be that greater leverage / branding success may be enacted within a collaborative, coordinated task force / working group that bridges individual AROs, peak rail industry bodies and government transport departments. Such a partnership would create a cohesive rail sustainability message and a coordinated ‘rail is more sustainable, switch to rail’ orientated campaign.

Current / Future Rebranding

The discussion in this section clearly identifies that many ARO senior managers are at a loss to clearly articulate (and sometimes even vaguely identify) what their current branding strategy is. Although some AROs appear to have a clear future branding direction, others are equally at a loss to explain future branding and there appears to be a general feeling that this needs to be ‘clarified’. This lack of clarity is a concern, as the literature is very clear about the need for clarity in branding. ‘There is a need for ruthless clarity, not just about the positioning of the brand, but equally about the genuine values within the organisation that the brand represents’ (De Chernatony & Segal-Horn 2003).

This can only be clarified by the most senior managers / CEO and therefore the general conclusion is that CEO’s / senior managers have not been active brand champions, or engaged in the rebranding process to a level that would be appropriate for an authentic, total corporate rebranding process. As identified in Section 2.6.2, brand management should be a top management decision that occurs at a high strategic level (Uncles, Cocks & Macrae 1995). Furthermore, top managers should engage brand managers in brand strategy creation, not just implementation (Aaker & Joachimsthaler 2000).

The implications for future rebranding is clear. AROs’ rebranding in the future should have CEO’s / senior managers who have the ‘guts, commitment and buy-in’ (Causon 2004, p. 300), required to champion, drive and embed appropriate corporate rebranding processes and principles as identified in the rebranding models and principle schemas referred to in this research.

Additionally, some AROs’ rebranding strategies and corporate culture changes seem to be characterised by minimal planning and hurried execution creating confusion and uncertainty. This is at odds with recommended best rebranding practices that advocate careful planning (Daly & Moloney 2004, p. 35).
It does however mirror findings of an investigation into the corporate rebranding of a leading telecommunications firm. Essentially, the rebranding during company flotation was shareholder-centred, with time pressures to re-brand creating little time for transitional planning. The primary focus was the company’s financial position and share market sentiment, with no meaningful dialogue regarding the rebranding with staff and customers. This situation is termed ‘stakeholder myopia’ and is cited as one of the key pitfalls of corporate rebranding (Gotsi & Andriopoulos 2007).

Additionally, organisations that have failed to nurture and maintain a corporate marketing culture and ethos are deemed to suffer from ‘corporate marketing myopia’. The ramifications of corporate marketing myopia can be severe, ranging from organisational waning to in extreme cases, corporate demise (Balmer, Powell & Balmer 2011b).

It is therefore suggested that in future rebranding strategies it may be prudent for AROs to engage in greater rebranding planning and preparation before execution. 6.8 A Validated Augmented Expanded Corporate Rebranding Framework

This chapter has interpreted the findings from a multiple case study of four AROs that have undertaken corporate rebranding and related these component by component to the dominant corporate rebranding models, framework & schema discussed in Section 2.3, as well as integrating other pertinent literature. These models and frameworks were synthesised into a ‘Conceptual Expanded Corporate Rebranding Framework’ (CERF) that was developed for this research, and presented in Section 2.7.2. The findings in Chapters 4 & 5 were aligned to each phase of the CERF, as was the interpretation in this chapter (6).

These findings, interpretation and implications of the CERF provided the basis for the ‘Expanded Corporate Rebranding Framework’ (ECRF), discussed in this section.

6.8.1 Augmented and ‘Expanded Corporate Rebranding Framework’

The principal aim of the ECRF is to further assist organisations to manage their rebranding strategies, planning and processes. The secondary objective is to integrate disparate dimensions of corporate rebranding literature with contemporary case study research findings to create a more fully developed corporate rebranding framework, extend corporate rebranding theory and enrich corporate rebranding knowledge.
Finally, the presentation of a revised model in this last chapter of the thesis is appropriate as ‘development of a modified model of the classification or analytical models developed in Chapter 2 is an excellent summary of how the research has added to the body of knowledge, and is strongly recommended’ (Perry 1998, p. 37). Therefore the presentation of the CERF in Chapter 2 (Section 2.7.2), reviewed and updated in light of the findings, culminating in the ECRF in this last chapter is justified.

An illustration of the Daly and Moloney (2004) CRF was presented in Section 2.3.2. (Figure 2.8). The CERF based on identified gaps in the CRF (following a literature review of branding / corporate rebranding), was presented in Section 2.7.2 (Figure 2.21). The ‘Expanded Corporate Rebranding Framework’ (ECRF), that has been developed from comparing the CERF to subsequent findings, is presented below in Figure 6.15. Sections that remain the same as the CRF are presented in grey. Sections that have been added are presented in green. Elements within the sections that remain the same are in black font, and elements that augment the original framework are presented in red, as per the legend below:

<table>
<thead>
<tr>
<th>Same section as original Corporate Rebranding Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>New section or sub element that augments or extends the ‘Expanded Corporate Rebranding Framework’</td>
</tr>
</tbody>
</table>

Black Font = Elements within the sections that remain the same

Red Font = Elements that augment the original framework

Following the CERF illustration are explanatory notes explaining / justifying why each Section of the framework has been augmented, or extended.
Figure 6.15: Expanded Corporate Rebranding Framework

Source: Original

Augmented and Extended from: Daly and Moloney (2004)
6.8.1.1 Validity of ECRF

Section 3.4.2 highlighted the importance of validity and reliability, and the fact that it is less embedded within qualitative research design, therefore making qualitative researcher’s more responsible to ensure that validity and reliability are achieved (Stake 1985). Yin (2010) identifies that these elements can be achieved through embedding four critical components into the case study design: (a) construct validity, (b) internal validity, (c) external validity, and (d) reliability.

These have been achieved in this thesis as follows:

**Construct validity**: This thesis has achieved construct validity through the use of multiple evidence sources during data collection. The principal source was semi-structured interviews with key ARO personnel, government transport representatives and rail industry association representatives.

Interviewee responses were cross referenced with key information from AROs’ corporate annual reports, other corporate reports, archival records, as well as related web and electronic news articles, thereby ensuring ‘triangulation’ of data (Creswell 2009; Miles, Huberman and Saldaña 2013). Additionally, key informants were invited to review their interview transcripts.

Thus, construct validity has been achieved in this thesis.

**Internal validity**: In case study research, a researcher needs to avoid making inferences and assumptions based on preliminary data, and must ensure that evidence is convergent. This is best achieved though the construction of a complete research design that preempts the potential for making inferences (Yin 1994).

The research design has therefore followed a logical, robust structure, as identified in Section 1.4 ‘Thesis Structure’. The literature review was conducted in a manner that identified the depth and breadth of branding and rebranding knowledge required to address the research problem. Gaps in ARO rebranding knowledge were identified and associated RQ’s were developed to address these gaps (Section 2.7.1, Table 2.6). Additional gaps identified in the corporate rebranding literature, models and frameworks led to the development of the CERF, with RQ’s aligned in sequential order. The CERF informed interview questions and a priori codes. The units of analysis were discussed in Section 3.2, which identified the four case study organisations (AROs) researched. Section 3.3.2.5. identified that interviews were to be
held with higher level managers creating ‘elite’ interviewees (Kvale and Brinkmann 2009). This has taken place. The CERF also provided a logical framework and process to guide data collection, aligning data analysis to propositions, providing criteria for findings and interpretation (Yin 2010).

Thus, internal validity has been achieved in this thesis.

(c) **External validity:** Generalisability of a case study’s findings is a barrier for single case studies (Noor 2008). It is recommended that a more scientific approach is taken to case study research to achieve ‘replication logic.’ Replicating in this context is best achieved through the use of multiple-case studies (Yin 2010). This thesis has thus adopted a multiple case study research design, carefully selecting via purposive sampling (Neuman 2000), AROs that have similar phenomenon in the research area of interest.

Thus, external validity has been achieved in this thesis.

d) **Reliability:** The researcher has undertaken every effort to minimise errors and bias in the case study process. The processes undertaken have been comprehensively documented. A ‘case study’ protocol (Section 3.4, Appendix 3) was developed to guide the case study and data collection process (Yin 1994). A case study database was developed that is comprised of evidence that is separate from the case study report (as discussed in Section 3.4). A case study database significantly enhances the reliability of the entire case study (Yin 2010).

Thus, reliability has been achieved in this thesis.

In summation, therefore, the researcher has taken care to ensure that this thesis has been appropriately designed, researched, interpreted and reported in a robust manner that ensures it meets requirements of construct validity, internal validity, external validity and reliability.

### 6.8.2 Rationale for augmented and extended items in the model

The following sections from 6.8.2 to 6.8.4 discuss the rationale for augmenting and extending the CRF, based on previous interpretations and discussions in this chapter.

#### 6.8.2.1 Brand Audit: Self Analysis

Section 2.2.3 and Section 6.3.1 identified that organisations should undertake three analyses to create a cohesive brand identity: a customer analysis, a competitor analysis, and a self-analysis (Aaker & Joachimsthaler 2000). These authors further assert that it is perilous for
organisations seeking to develop a strong brand to fail to undertake this depth of analysis. The elements within the Analysis section of the Corporate Rebranding Framework (Market Analysis, Brand Audit and Opportunity Identification) primarily relate to an analysis of competitors and market. Although Daly and Moloney (2004) identify that internal marketing should begin with research into management and employee’s perceptions and attitudes towards the brand, this is not explicitly reflected in the framework.

The findings essentially revealed that no ARO comprehensively completed all three audits. Additionally, Sections 5.4.8.1 and Section 6.4.2.1 identified that Sydney Trains, Aurizon and V/Line undertook a limited self-analysis and MTM none. Although (Daly & Moloney 2004) do briefly refer to self-analysis within the body of the article, it is not explicit in the diagram and therefore the addition of a ‘self-analysis’ element that identifies the necessary ‘internal marketing’ investigation into management and employee’s perceptions have been added as a ready reference and salient reminder for organisations engaged in future rebranding.

Further, as discussed in Section 6.3.1.1 ‘the seven dimensions of corporate personality’ (Davies 2003) could be incorporated into a rebranding (and branding) self-analysis brand audit. This may have the following benefits:

- **Clearly identify how the corporate brand personality is perceived by internal and external stakeholders, as well as their level of satisfaction with the corporation.**

- **Provide a robust reference point for organisations to clearly identify what elements of their corporate brand identity and marketing aesthetics they wish to retain and which they wish to modify or reject (the next step in the expanded corporate rebranding framework) – aligned to the overall corporate brand personality they wish to convey.**

- **May also assist corporate culture changes by assisting to identify those personality traits that are embedded in the organisation that should be retained, eschewed, or where there are gaps where new values should be instituted and new corporate behaviours encouraged to uphold the desired corporate brand personality image.**

**6.8.2.2 Analysis: Revolutionary vs Evolutionary**

The findings from this thesis has clearly supported the proposition embedded in the ‘Rebranding as a Continuum’ descriptive model (Muzellec & Lambkin 2006) namely that rebranding occurs on a continuum between evolutionary or revolutionary per the degree of change in the marketing aesthetics and the desired brand (re)positioning. A potent signifier of
revolutionary rebranding is a change of name, and as three AROs changed their name, revolutionary rebranding is particularly pertinent to this case study. However, totally changing the name is the riskiest renaming strategy (Daly & Moloney 2004), that can significantly reduce consumer’s awareness and negatively alter perceptions of brand associations, diminish brand loyalty (Delassus & Descotes 2012) and significantly damage or even destroy associated brand equity (Muzellec & Lambkin 2006). Therefore, in the Analysis ‘New Brand Decision’ section evolutionary versus revolutionary rebranding has been added to bring to organisations attention the poignant nature of the rebranding. The positioning, name, logo, livery and other marketing aesthetics have also been added to highlight there is a continuum of marketing aesthetics that need to be considered in the rebranding analysis/decision-making process. Additionally, as issuing new uniforms was considered to be a key rebranding strategy that created a professional image and enhance employee pride (4.4.2.7, 4.4.4.1, 4.5B.2.5), the word uniform has also been added to this element.

6.8.2.3 Brand Identity Model

Section 6.4.2 (6.4.2.1 to 6.4.2.5) analysed AROs’ Brand Identity in relation to the recommended steps in the Brand Identity Model (Aaker & Joachimsthaler 2000). This model provides relatively deep insight into the specific steps in building corporate brand identity. It is therefore argued that incorporating headings of the steps in this model, positively augments the CRF. Ideally this fits in the ‘Analysis’ section of the model, although obviously, it would need to be also carried out in the ‘Implementation’ section of the model.

6.8.2.4 Target Audience: Current & New

The elements within the Analysis ‘Target audience’ section of the CRF has been expanded to include the words current and new. The rationale for this is as follows:

For external audiences:

1. The 3rd principle in the ‘Principles of Corporate Rebranding’ states, ‘successful corporate rebranding may require meeting the needs of new market segments relative to the segments supporting the brand’ (Merrilees & Miller 2008, p. 541).

2. V/Line’s ‘Guilt Trip Campaign’ successfully identified and profitably engaged a new target market, the ‘Visiting Friends and Families’ (VFF) that increased patronage during nonpeak periods (Section 6.5.2.1).
3. Section 6.5.2.2 identified that MTM have demonstrated through their internationally acclaimed ‘Dumb Ways to Die’ campaign, that extraordinary success can be achieved in reaching and attracting diverse target segments. A younger tech savvy, digitally conversant target audience (Parker 2014), the ‘Generation Y’ segment (Marketing, TBoGD 2014, p. 1).

For Internal Audiences:

Many AROs have identified that a key objective in their ‘transformation’, is to increase the diversity of their workforce, attracting more Indigenous employees and in many cases, achieving a 50% female representation (4.5B.1.6, 4.5B.2.6, 4.5B.3.4, 5.5B.1).

Therefore, adding the words new into the target market section brings to organisations attention that rebranding may offer an ideal opportunity for the organisation to reposition their image to appeal to newer, more diverse internal and external target markets.

6.8.2.5 Internal Customer: Brand Ambassador

The elements within the Planning: ‘Internal Customer’ section of the CRF have been amended to include the subtitle brand ambassador strategy followed by the words employee pride, live the brand, and brand ambassador. The rationale for this is as follows:

The communication strategy – to gain support and commitment of employees wording is appropriate, however does not appear to highlight the overwhelming importance of internal branding / marketing repeatedly referred to in the corporate rebranding literature as being fundamental to successful rebranding. Section 6.4.1.3 identified that internal branding requires far more than employee brand meetings, and general communications about the brand that essentially puts wallpaper over the cracks (Causon 2004). Senior management need to champion internal branding (Aaker 2014), embed effective organisational change management principles (Tosti & Stotz 2001) and align employees to deliver the promised service (Punjaisri & Wilson 2007). Thus, internal branding should be effective enough to allow employees to authentically ‘live the brand’ (de Chernatony 2002), embody the brand personality and organisational spirit (Causon 2004).

Many AROs identified this organisational spirit in terms of an aspiration to enhance employee pride (5.5B.6). Another aspiration was for employees to become brand ambassadors (5.7.1.7, 6.7.6.2). It is therefore posited that for AROs at least, the appropriate internal branding journey would be to i) inculcate employee pride, so personnel can ii) live the brand and thus iii) become effective brand ambassadors.
6.8.2.6 Evaluation: Brand Equity

Daly and Moloney (2004) state that evaluation should be undertaken throughout the planning process, with many opportunities to refine the campaign missed if this does not happen. This staged evaluation approach allows for appropriate campaign alterations to be made. They also state that an overall evaluation should be made at the end of the campaign to attain a holistic understanding. The author’s description of this process however appears to be orientated around a holistic evaluation of the rebranding campaign, without identifying specificities of exactly what is to be evaluated, or how this is to be achieved. The evaluation section therefore does not provide any directions or recommendations as to how to successfully evaluate corporate rebranding.

The primary reason that organisations engage in rebranding strategies is to enhance, regain, transfer and/or recreate corporate brand equity (Muzellec & Lambkin 2006). It is argued therefore that an obvious metric to evaluate rebranding success is to measure changes to brand equity.

A potential impediment to brand equity measurement is that ‘the impact of a rebranding exercise on the brand equity is a very complex issue with both qualitative and quantitative dimensions’ (Muzellec & Lambkin 2006, p. 813). Additionally, as the rebranding process is complex and there are multiple constructs of brand equity as well as diverse methods of valuing brand equity, measuring brand equity is seen to be a very challenging task for managers (Gill & Dawra 2010).

AROs’ brand equity measurement activities have been discussed within Section 6.6. which identified that no AROs have financial brand equity metrics. Nevertheless, the literature identifies that changes to financial brand equity can be statistically correlated with an organisations stock market fluctuations (Aaker & Jacobson 1994; Madden, Fehle & Fournier 2006). Therefore, the words ‘Financial brand Equity: Correlation to Share Price Fluctuations’ has been added to the evaluation section.

Further, Section 6.6. has identified that there is a diverse mix of metrics that measure some elements of CBBE. However, this thesis has analysed Customer Based Brand Equity (2.5.2, 6.6.2.2) through the lens of ‘Customer-Based Brand Equity’ (CBBE) model (Keller 1993). This model represents a robust ‘road map’ that guides brand building, as well as a tangible means for brands to assess the success of their brand building. Therefore, the words
‘Customer Based Brand Equity: Brand Salience to Brand Resonance’, has been added to the evaluation section.

6.8.3 Rationale for incorporating ‘Implementation’ Section into the model

As identified in Section 6.5, an implementation phase is not a section of the CRF (Daly & Moloney 2004). Section 2.6 reviewed the importance and nature of ongoing brand management. Section 6.5 has clearly demonstrated that numerous implementation issues add unique challenges, particularly in the rail industry that enable or detract from overall rebranding success.

Therefore, implementation is a core and necessary consideration of a rebranding strategy and the CRF has been extended to incorporate an implementation Section. Sub headings have been added that align to the ARO implementation findings, i.e. Functional / Improving Operational Efficiencies (6.5A.1), Physical Rebranding of Assets (6.5A.2.1), Workforce Diversity (6.5B.1.1), Corporate Culture Changes (6.5B.1.2), Workforce Restructuring (6.5B.1.3) and Innovative Advertising (6.5.2, 6.5.2.1, 6.5.2.2).

6.8.4 Rationale for incorporating ‘Ongoing Brand Management’ Section into the model

Section 6.7. identified that AROs have multiple challenges in ongoing brand management. Additionally, there are significant gaps where AROs do not appear to have incorporated best practice rebranding strategies and tactics into ongoing management practices.

Further, the literature identifies that effective brand management is not a one-off affair, and requires consistent, ongoing brand efforts (Keller 2001, p. 23):

*The CBBE model reinforces the fact that there are no shortcuts in building a brand...A great brand is not built by accident but rather is the product of carefully accomplishing – explicitly or implicitly – a series of logically linked steps with consumers.*

The brand leadership model also identifies that organisations should focus on building brand equity and institute appropriate metrics to measure brand equity changes. Ongoing brand management therefore is a key function required to continue to build, nurture and measure brand equity: ‘strategic brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity’ (Keller 2008, p. 38).
It is therefore argued that ongoing brand management is a vital function that significantly influences the ongoing success or failure of a rebranding campaign, consequently there are many ongoing brand management activities that organisations must plan for when undertaking rebranding strategies. Thus, it is appropriate to include an ‘Ongoing Brand Management dimension to the ‘Corporate Rebranding Framework’ (Daly & Moloney 2004). Additional element subheadings have been added to this section are coincident with the discussion in Sections 6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5 & 6.7.6.

It should be noted that in addition to issues around technology and the use of apps, there is a growing body of literature identifying that effective ongoing brand management also requires the adroit use of social media (Section 6.7.8.). Thus, the heading ‘social media’ has also been added to the ongoing brand management Section 6.7.

6.9 Limitations of Research

The major delimitations of this thesis were outlined in Section 1.7. These delimitations were specifically designed and primarily controlled by the researcher. Chapter 3 (Section 3.5) identified some limitations of the methodologies and identified how these limitations were addressed.

This section addresses the limitations of the research that arose during the research process and to some degree has been outside the control of the researcher.

6.9.1 Unit of Analysis: Difficulties Accessing Senior Management

Section 1.7 identified that a delimitation of the unit of analysis was constrained to senior managers within Australian rail organisations. One of the reasons for selecting the specific ARO cases was that conversations with Co-operative Research Centre for Rail Innovation (CRC) senior management identified that these organisations should be readily accessible for research (Section 3.2). Indeed, potential high-level personnel were initially chosen through a purposive sampling strategy (Section 3.3.2.5).

However, gaining ready access to a wide pool of senior managers across all the AROs was considerably more difficult than anticipated (Section 3.3.2.5), requiring considerable tenacity over an initial six-month to eventual twelve-month period before all the interview participants had agreed, finalised dates and had their interviews recorded. Ideally, the researcher would
have liked to have interviewed a broader number of senior managers, to further corroborate and analyse data.

Nevertheless, this thesis does have a strength in the fact that the interviews could be considered to be ‘elite’ interviews with leaders and experts in powerful positions within AROs (Kvale & Brinkmann 2009, p. 147). Further, the four rail organisations used within the multiple case study method represent ‘information rich’ cases that were ideally suited to provide the deep information required to answer the research problem and associated research questions (Bloor & Wood 2006).

6.9.2 Unit of Analysis: Interviews Restricted to Senior Management

Although this is essentially a delimitation as identified in Section 1.7, it should be noted that during the initial construction of the research methods, the researcher also considered interviewing key people from the brand consultancy agencies who were involved in the rebranding process, as well as more junior rail employees. The rationale for the former was that this data may provide deeper insight into how consumers brand associations / brand perceptions had been researched and why the agency provided specific (re)branding advice (including advice on the changes recommended to marketing aesthetics – (logo, train livery, name). However, there were two impediments to this. Firstly, most of the people who had been involved in the initial branding / rebranding process had left their companies and many were now working internationally and thus very difficult to access for a semi-structured interview. Secondly, when interviews with senior ARO managers commenced, many of these organisational representatives requested that the researcher did not contact these brand consultancy agencies as they were concerned about ‘commercial in confidence’ information being revealed.

A potential limitation of this thesis may also be that front line and ‘coal face’ employees were not interviewed during this research. However, as identified in the methodology chapter (Section 3.3.2.5), gaining access to the senior personnel was a lengthy and difficult process and since many organisations were going through significant restructuring / protracted workplace agreement negotiations during the interview period, the political climate negated having ready access to other sectors of the rail workforce.
Additionally, consumers in the form of passenger rail patrons, or freight rail users were not interviewed. Perspectives of the actual and perceived changes to AROs’ service offerings and potential ‘brand resonance’ from more junior staff and other stakeholder may therefore be fruitful in future research.

However, the researcher believes that the data collected during ‘elite’ interviews with senior ARO managers, government transport department representatives and peak rail industry senior managers has provided sufficient rich and deep data required to answer the overarching research problem, identified in Section 1.7. Specifically, as the focus of this thesis was to identify the strategic planning and implementation steps of the entire rebranding journey, the senior managers interviewed are the most salient unit of analysis as they have been directly involved in, or are cognisant of the strategic decisions and tactical implementation underpinning AROs’ rebranding.

Moreover, whilst the additional data generated from employees lower in the hierarchy would be fascinating, it most likely would have provided an unnecessary breadth of data that may have diffused the data analysis process away from the higher-level strategic / tactical focus.

Additionally, to obtain triangulation the researcher collected and analysed data from several sources in addition to semi – structured interviews. These included, documents (rail news, rail industry reports and studies, media reports government news websites and ARO websites) archival sources and physical artefacts as discussed in Sections 3.3.2, 3.3.2.1, 3.3.2.2, and 3.3.2.3. Ensuring that more than the three different sources were identified and analysed as recommended by (Yin 2010) creates a more ‘convincing and accurate’ case study (Yin 1994).

**6.9.3 Number of Cases: Four**

The multiple case study consisted of four cases chosen through a purposive sampling process (Section 3.2). The selection of four cases lies within the parameters for robust case studies recommended by several notable scholars (Kasanen, Lukha & Siitonen 1993; Perry 1998; Stake 2006) to allow for richer theory building. Additionally, a smaller sampling in field and case studies is particularly recommended by some authors to enhance a more comprehensive and deeper realisation than may be possible with larger case studies (Kasanen, Lukha & Siitonen 1993). Therefore, the researcher felt that four rail organisations provided an optimal number that allowed analysis of multiple case studies, whilst providing the manageability needed to derive rich and deep data (as opposed to broad and more surface level data).
However, it is acknowledged that Eisenhardt (1989) suggests four to ten cases could be effectively used. Therefore, although the chosen number of case studies are within the parameters recommended by many scholars, it is possible that more cases may have strengthened the multiple case study findings and allowed for greater generalisability. Further research that investigates broader rail case studies may therefore be beneficial.

### 6.9.4 Interviewee’s Perceptions and Memory

This thesis has identified that the primary data collection method was the use of semi-structured interviews (Section 3.3.2.4), and thus that many of the findings in this research are based on the discourse of interview participants pertaining to rebranding events. It should be noted however that the basis of reconstructing events is based both on recollection of events that occurred and a participant’s current understanding or feeling of what was important in those events. Thus, the very process and context of interviewing and asking participants to recall events can create some impediments to a faithful, unfiltered recollection of those events (Seidman 2012).

Therefore, although the interviews were faithfully recorded and transcribed verbatim, there is a possibility that interviewees’ perception of events may be clouded, or their narration obfuscated. This may be due to their memory not being accurate, their perception being coloured or their stories being potentially, or intentionally biased.

Nevertheless, this research has included steps to mitigate interviewee bias including triangulation of key events through analysis of archival material, media reports and corporate documents, as discussed in Sections 3.3.2 and 6.9.2. Additionally, the interview guide based on a semi-structured interview format provided a flexible approach to eliciting information, thus a similar, but not the same question was often asked around a central apriori theme to test responses, and allow participants to reveal more insight into events.

Further, the interview format allowed for surprising responses to be followed by extemporaneous interviewer questions to unearth greater detail and reveal more clarity. Indeed, the researcher believes that this approach helped to gather deeper information than a structured interview approach would have allowed, as was presaged by a review of the literature (Barbour 2008; Kvale & Brinkmann 2009). Reflection of the interview process reveals that it was often participants ‘unscripted’ and colourful perceptions of the rebranding
process, often flavoured by their alternative experiences of rebranding in other organisations that provided the most surprising, revealing, well considered, deepest and richest information.

6.10 Areas for Future Research

The findings, implications, validated augmented and Expanded Corporate Rebranding Framework and conclusions percolating from this research have unearthed a range of opportunities for future research. Some of these opportunities are discussed in the sections below:

6.10.1 Quantitative Analysis: Verifying Theory

The qualitative nature of this research is theory building and relies on analytic generalisations (Yin, R 1994). Further research through alternative methodologies such as quantitative methods may assist to test theoretical constructs by investigating themes within this research and testing the relationships between them.

6.10.2 Broader Units of Analysis

This study focused on the recollections, views and perceptions of senior managers in AROs regarding the rebranding process. As such, it is difficult to generalise perception of the rebranding strategy across all organisational levels. Thus, broader analysis that elicits the views of more junior employees may be beneficial. Further, investigation into rail patrons and other stakeholders to elicit their unique perception of ARO rebranding may further assist with generalisation of this research.

6.10.3 Broader Cases, Other Transport and Industry Domains and International Research

A delimitation of this research is that it was focused on a case study of four rail organisations within Australia. Therefore, investigation of a greater number of AROs may deepen the understanding of rebranding in Australian rail and may further assist with generalisability of the findings within Australian Rail. Further, as this research was focused specifically within the rail industry, investigation into other transport and industry domains may also assist with generalisability of the findings to other research areas and help with other dynamic industries that undertake rebranding strategies.

Lastly, this research was conducted solely within Australia and therefore any implications and conclusions of the findings can only be related with confidence to this part of the globe.
Therefore, there would be benefits in the replicating this research in other parts of the globe, which may assist with even greater generalisability.

### 6.10.4 The meaning, policies and processes of ‘world class’ status in Australian Rail

Section 5.2 identified that all AROs harbour an ardent goal to become ‘world class’, however there is no universal ARO consensus on the meaning of world class. It should be noted however that several organisations benchmark aspects of their performance against international benchmarks (although this information is not typically publicly reported).

Section 6.2.1 identified that further research into the definition and practice of world class / best practice activities would be beneficial for rail organisations to fully understand what is required to become ‘world class’, and identify gaps and required processes to do so. A unified understanding of the policies and procedures of world class and coordinated efforts to achieve this status may in fact enhance Australian rails’ overall international reputation (not to mention domestic satisfaction).

It is suggested that this research is comprehensive in nature and does not just focus on the operational aspects of rail, but also deeply considers what may be considered world-class in terms of customer satisfaction and positive customer brand associations. Additionally, Aurizon also maintain that they are seeking to become world class in terms of their commitment to sustainability and embedding sustainability practices, ‘*Our sustainability strategy is integral to our journey to world class performance*’ (Limited 2014, p. 50). Therefore, research into what denotes world-class sustainability may also be pertinent. Finally, researching ‘world class’ definitions, activities and benchmarks within related industry sectors may also be fruitful.

Suggestions of specific steps that could be undertaken to identify and implement world-class activities were discussed in Section 6.2.2.

An analysis of how world-class practice activities could be related to the dimensions of building strong brands could be correlated to the stages of the building strong brands such as Keller (2001) CBBE model (discussed in Sections 2.5.3 and 6.6.2), as well as other related literature on building strong brands.

Lastly, researching ‘world class’ definitions, benchmarks and activities within related industry sectors may also be fruitful.
6.10.5 Brand Audits
Section 6.2B.2.4 identified that no ARO has undertaken exhaustive brand audits prior to or following rebranding. Section 6.3.1.1 therefore recommended further research into identifying appropriate templates and procedures for AROs to undertake a customer analysis, a competitor analysis, and a self-analysis. It is suggested that future research in this area may assist AROs with effective future rebranding strategies and implementation.

This finding extends case study information for researchers identifying when and how organisations undertake brand audits before undertaking rebranding.

6.10.6 Evolutionary vs Revolutionary Rebranding
Section 2.2.2 identified that rebranding may be undertaken over a continuum between evolutionary to revolutionary relative to the degree of change in market positioning and visual aesthetics (Muzellec & Lambkin 2006). Section 5.3.2 identified that AROs have a predilection to engage in revolutionary rebranding, which often includes changing their name as well as their logo and train livery.

Further research into other AROs that undertake rebranding, or other transport and related industry domains will help identify if this is a universal trend within Australian transport sectors.

6.10.7 Analysis of name / livery / logo
This thesis has identified the varied nature of the formulation of AROs’ name, logos and livery (Sections 5.3.5, 5.3.6, 5.3.7), and undertaken an analysis of the nature of these changes in relation to the literature on corporate names and logo schemas. However, further research into literature highlighting best practice semiotics may provide greater illumination for Australian rail organisations seeking to understand the effect of various changes to marketing aesthetics in their future corporate rebranding strategies.

6.10.8 Country of Origin
Section 5.4.8.3 highlighted that within the Brand Identity Model, ‘brand as a product’ component, it was suggested that a ‘country of origin’ component may be incorporated into the branding message. Section 6.4.2.3 identified that in fact no ARO has embedded a ‘country of origin’ component into their rebranding. Section 6.4.2.7 outlined the implications for policy and practice.
Firstly, in terms of freight rail, Aurizon is seeking to expand its horizons internationally (as well as domestically). A case in point is the recent visit by Aurizon chief executive Lance Hockridge in India to meet Indian railway ministry officials and executives. According to the RailNews report, the reason for this investigation is ‘while Aurizon is present in other countries, including South Africa, it would like to expand its global footprint into markets like India where the railway business is on a growth mode’ (RailNews 2015, p. 1).

However, the interviews with senior managers identified that there is a belief that few Australians recognise that the ‘Au’ within the Aurizon name stands for Australia, and even less are likely to identify that the stylised (abstract) map of Australia within the logo, is actually Australia. It is therefore argued that even fewer international stakeholders would make such Australiana associations. Thus, future research could assist to identify country of origin components that Australian rail companies wishing to compete internationally could incorporate into their branding.

Secondly, ostensibly passenger rail organisations do not require a ‘country of origin’ component, given they are operating within the domestic borders of Australia. However, it is argued that Australia is internationally competitive as a tourism destination, attracting large numbers of international visitors. Specifically, there were 632,600 visitor arrivals during August 2016, and 7,993,400 visited Australia since the beginning of 2016 to August 2016 with a total international visitor spend of $38.1 billion during this time (Tourism Australia 2016d).

Despite the importance of international tourists to Australia’s economy, there are limited to no transport marketing aesthetics that are designed to enhance international visitors ‘Australiana’ experience. Thus, future research may consider incorporating a country of origin component into ARO rebranding, with a focus on the ‘air link’ train services that are the transitioning nexus between the international gateway (the airport) and the heart of the country. Further, the ‘Tourism 2020’ mandate is to enhance the competitiveness and resilience of Australia’s tourism through a whole-of-government and industry partnership, with a goal of generating A$115 billion in total overnight visitor expenditure by 2020 (Tourism Australia 2016c).

Given the energy and money expended in attracting international tourists to Australia, combined with the lofty objectives of Tourism 2020, it only makes sense to consider the
primary entry points into the heart of Australia and ensure they meet the brand promise of Australia Tourism’s ‘Brand Australia’. This brand promise is articulated within Australia Tourism’s vision as ‘for Australia to be the most desirable and memorable destination on earth’ (Tourism Australia 2016a, p. 1), and the purpose which includes ‘to invite the world to experience the Australian way of life’ (Tourism Australia 2016a, p. 1).

This country of origin component may include more ‘Australiana’ symbols, motifs and metaphors to strengthen a welcoming / authentic feel. Additionally, consideration of heritage / nostalgic branding elements discussed in Section 6.4.2.5 may be salient. According to Longworth (2012b, p. 15).) ‘the railway has traditionally been a powerful image in Australian popular culture’ Valuable future research may therefore be to identify iconic Australian images that may hold particularly positive resonance for Australian train commuters specifically and the Australian public generally. This topic seems to be particularly under researched as Longworth 2012 (p.28) states, ‘Cultural meanings associated with and psychological impacts of choice and application of colour schemes would be a whole other topic, which is wide open for research.’

6.10.9 Anthropomorphic Agents or ‘Biological Metaphors’
This thesis has identified that although AROs do not have metaphors embedded within their rebranding, several ARO managers described their organisations’ rebranding odyssey through the lens of anthropomorphic agents (Section 5.2.4.) The Brand Identity Model discussed in Section 6.4.2.3, within the ‘brand as symbol’ component, recommends the use of metaphors in branding. An area of future research therefore is to identify and analyse potential metaphors that could be used in Australian rail and other transport domains to strengthen the ‘brand as symbol’ component of their branding.

6.10.10 Impact of Uniforms on Corporate Rebranding
This thesis has identified that interviews with senior managers revealed that AROs undertook relatively limited to no Internal Branding (Section 5.4.1). Some senior managers however (in particular those from MTM and Sydney Trains) identified that in their strong opinion, the implementation of uniforms was a critical component of internal branding and generating employee pride. This was a sentiment shared by the Transport Minister.
Nevertheless, Sydney Trains had a prolonged battle with unions in relation to employees having to wear long trousers and other aspects of the uniform code, which the union eventually won (4.4.2.7, 6.6.7.2).

It would therefore be an intriguing area of future research to see if staff engagement has in fact been actualised at Sydney Trains (and other AROs) to determine if staff could now be authentically identified as brand ambassadors.

Uniforms have been identified as an important element in creating corporate visual identity (Hynes 2009). Therefore, it would be enlightening to assess the impact of uniforms in other rail organisations (and transport industries) that have rebranded globally and determine to what extent changing corporate uniforms impacts on corporate culture, enhances employee pride, and presents a more desirable corporate image to other stakeholders.

A further item worthy of deep investigation would be whether the issue of corporate uniforms creates unusual angst in other corporate rebranding, what the underlying causes of this discord is and what remedial steps organisations undertaking future rebranding could take to mitigate this.

An interesting international rail example could be the rebranding of Eurostar in 2014 that included the redesign of corporate uniforms by Jermyn Street Design (JSD), a leading specialist in high quality, corporate wear and uniform and advisor for iconic brands across the UK and Europe (Eurostar 2014). The uniforms presaged Eurostar’s new state-of-the-art fleet of trains from 2014, and new branded livery. The perceived importance of the new uniforms is encapsulated in the following quotation by Marc Noaro, Eurostar service directorb(Marketing, BB 2014, p. 1):

> Our new uniforms signal the next chapter in Eurostar’s story and perfectly capture the glamour and romance of international high-speed rail travel. Our first new design in a decade has been meticulously researched and the attention to detail in every uniform is second to none. As Eurostar enters its twentieth year, this is a proud day for all of our teams and we are looking forward to our customer’s reactions and comments today as they catch their first glimpses.

In other transport domains, Etihad provides an interesting example of an airline that has incorporated the roll out of new designer uniforms into their rebranding. Etihad stated that the
new uniforms are ‘paving the way for a new age of glamorous and sophisticated flying’ (Clark 2014, p. 1).

An even more contemporary airline rebranding that incorporated uniforms as a centrepiece of their repositioning was Alitalia rebranding in 2016. Alitalia is a particularly interesting case study as the rationale behind the new uniform design is to combine heritage elements with more contemporary aspirations, ‘Alitalia’s new uniforms which were revealed yesterday in Rome epitomise the JetSet era nostalgia that airlines around the world are trying to recapture, but done with an iconic Italian twist that screams style and glamour’ (Clark 2014, p. 1).

6.10.11 Heritage / Nostalgic Rebranding

Section 5.4.8.4 identified that most AROs have not incorporated rail heritage associations into their rebranding efforts in Australian Rail. This is indeed somewhat surprising given the long history of most Australia rail organisations (147 years for Aurizon).

Chapter 2 identified that there is increasing academic interest in corporate heritage brands (Balmer & Burghausen 2015) and indeed heritage brands represent a priority area for branding research (Hakala, Lätti & Sandberg 2011). Of particular salience for AROs are the numerous benefits of brand heritage (Burghausen & Balmer 2014; Santos, Burghausen & Balmer 2016). Given the fact that most AROs rebranded to modify their image and heritage branding is a proven conduit to enhance corporate reputation and stakeholder perceptions (Wiedmann et al. 2013), the potential of embedding heritage branding should be of immediate interest to AROs. Further, Section 5.4.8.3 identified the **Brand Identity Model recommendations** that organisations with a lengthy history may consider incorporating brand heritage elements into the brand as a symbolic component of their brand, and Section 6.4.2.5 discussed the implications of AROs not undertaking this.

It is therefore posited that given the long history of Australian Rail, AROs could effectively leverage heritage associations to evoke personal nostalgia or historical (vicarious) nostalgia (Hudson & John 2013) in stakeholders. These nostalgic associations could stimulate both cognitive and emotive response (Sierra & McQuitty 2007) thereby enhancing brand attachment (Hudson & John 2013).

Further research could therefore be undertaken into potential heritage elements that AROs could invoke into future rebranding strategies.
6.10.12 Redundancy Payout vs Ongoing Corporate Profits

Section 6.5B.1.3 identified that one year after rebranding, the voluntary redundancy costs were $96 million for Aurizon and $75 million for Sydney Trains. However, redundancies continued to escalate from Aurizon’s 961 employees in the year following the rebranding to over 3,000 employees by February 2016. The Transport Minister Gladys Berejiklian stated the new enterprise agreement for Sydney Trains would save taxpayers $20 million annually (4.5B.2.3), whilst Aurizon announced the ‘landmark’ enterprise bargaining agreement would provide $380 million in savings over the next three years (Ludlow 2015 p. 1), Section 4.5B.1.3.

Further research into what the actual costs versus benefits of massive corporate restructuring characterised by substantive redundancies for Aurizon and Sydney Trains were would make an informative case study, and may provide a valuable benchmark for other corporations planning to enact a corporate rebranding strategy with similar workforce restructuring objectives.

6.10.13 Tacit Corporate Knowledge Loss

Section 4.5B.1.2 identified that senior managers who were interviewed expressed concern that the massive restructuring created a potentially enormous loss of ‘tacit’ corporate knowledge. Given the vast number of employees abruptly exiting the business this equated to potentially thousands of years of corporate experience suddenly leaving with no apparent mechanism in place to capture this tacit knowledge.

Further research into tacit knowledge loss in the rail sector specifically, as well as other transport sectors and other Australian industries generally undertaking a rebranding strategy would therefore potentially quantify what this loss may or may not imply for Australian corporations. Further, such research may identify practical processes to effectively capture tacit corporate knowledge before it is lost.

6.10.14 Technology – Use of apps

Section 5.7.2 identified the widespread adoption of Apps and other smart technology by AROs. This thesis has not however explored the use of apps, smart phone and other innovative technological devices in any depth. Given the global explosion of mobile phones and other smart devices, future research is warranted into the use of smart technology in the rail / transport sector. This may include research into the valence and usefulness of apps and
websites, rates of adoption, customer feedback and to what extent they have increased rail operational efficiencies, as well as enhanced customer satisfaction.

**6.10.15 Sustainability / Green Marketing**

The findings identified that many AROs lagged behind other industry competitors, or other countries in terms of their sustainability planning and implementation. Further research into how AROs and other transport sectors could enhance their sustainability planning, operations, reporting, marketing and brand associations would therefore be salient.

**6.10.16 Intermodal Rebranding**

This thesis is focused on the rebranding of four AROs as identified in Section 3.2. However, the branding of three of these AROs sits within a broader intermodal rebranding. Specifically, Sydney Trains rebranding was part of the broader ‘hop’ branding for the entire Sydney transport network, whilst V/Line and MTM fit within the intermodal branding for the Victorian transport network. Certainly, designated colours for these AROs are designed to fit within the broader colour palette of the entire intermodal branding, to make each transport modality readily identifiable.

*So, we needed to bring in colours that you can name. So, that’s part of being that really upfront and simple language, so buses are blue, ferries are green, light rail’s red, and trains are orange (Susan).*

In fact, during this period of the research for this thesis, additional rebranding occurred in Victoria, with PTV appending their logo onto all transport modalities, including rolling stock and wayfinding signs. Additionally, the livery of transport vehicles was modified to incorporate the diamond shaped design (prism) that had originally been created by MTM as part of their franchise bid (modified to suit each colour pertaining to each transport modality).

*No, it’s ours and PTV have now adopted it. Well when I say it’s ours, we developed that as part of the Metro brand and PTV have now adopted it in various colours across all of the modes (Tina).*

Future research into the efficacy of this intermodal rebranding would be most informative. Further, given that a universal goal of AROs / government transport departments is to achieve ‘world-class status’, it makes sense to conduct research that compares Australian intermodal branding to cities that are considered to have world-class intermodal transportation. This research would provide Australian transport with significant insight into whether they have achieved world-class status, or are a long way from achieving world-class status, and what gaps may need to be remedied to achieve this goal.
6.10.17 High Speed Rail (HSR)
High Speed Rail (HSR) has been a hot political issue in Australia for several years. One interviewee in particular waxed lyrical about the potential for high speed rail and the overarching positive ramifications for Australia’s public transport system:

Yeah. If you think about it – this is all – high-speed rail is about the future of what Australia is going to look like. If we do nothing you’re going to have Sydney, eight million; Melbourne, 8.5; Brisbane four million. All by 2035. The struggle is, how do you retrofit those megacities with the infrastructure to make them survive?

We need new universities, new hospitals. We’ve got nothing in between. Why shouldn’t Wagga be a city of two million people? It’s easier to put a new regional university and a regional hospital. Land is cheaper; it’s available. At 380 kilometres an hour, which is the world standard now, you can travel a long distance travelling at those speeds. People do commute in Spain, China, Japan, long distances, because they want to live away from the cities. Or they live in the cities and work in the country. It’s the development of regional. Somewhere like Spain that has happened in quite an exciting way. Madrid is getting smaller, because all the regional towns are getting bigger (Matthew).

Evidently then ongoing research into the benefits versus costs of HSR in Australia remains a topical issue to be pursued with ongoing research.

6.10.18 Testing ECRF in Other Countries / Other Industries
The delimitations of this thesis identified in Section 1.7.1 revealed that this research has been constrained to the rail industry, including AROs, government transport departments and peak Australian rail organisations. Further, Section 1.7.2 identified that this study has been de-limited to Australia.

As the research has been de-limited to a single industry setting within a single country, further research in other industry and country settings may assist to verify the generalisability of these thesis findings. Further research into broader industry and geographical domains would also test the validity of the findings and the augmented / extended features of the ‘Expanded Corporate Rebranding Framework’ discussed in Section 6.8.

6.10.19 Aurizon’s Share Price Performance
Section 6.6.1.1 identified that Aurizon experienced a significant increase in share price following the announcement of the brand name change. This would appear to suggest that Aurizon achieved a positive change to their brand equity during, and following the name change announcement. Research into brand name changes in UK however have identified that although many organisations have abnormal share price fluctuations following the announcement of a brand name change, they typically have poor performance three years
after the brand name announcement. This is particularly evident for companies that have totally changed their name (Mase 2009). As Aurizon, has totally changed its name and it is now over three years since its rebranding, further research into Aurizon’s ongoing performance would add to the overall pool of academic knowledge in this area.

6.10.20 AROs’ Name, Logo and Livery
Section 6.3.5 discussed the formulation of AROs’ name, livery and logo and interpreted these in relation to the literature. This appraisal was however reasonably rudimentary. A deeper phonetic and semiotic analysis of the use of marketing aesthetics in the rail / transport industry and identification of best practices to align desired / portrayed image and brand identity to optimal related colours, typography and logo shapes would therefore be most informative for future rebranding.

6.10.21 Internal Branding
The findings in this thesis is that AROs undertook tokenistic, minimal or no internal branding within their corporate rebranding strategies and implementation. Given the prime significance given to the role of internal branding in the literature this is a surprising and somewhat confronting finding. It is therefore recommended that future research be undertaken into: i) A broader number of AROs that have rebranded to ascertain if this is endemic in the Australian rail sector; ii) To the transport industry in Australia to ascertain if this is a typical rebranding response in Australian transport industries; iii) to international rail entities and other transport entities to compare and correlate international findings; and iv) to other rebranding cases within other sectors to identify reoccurring or atypical internal branding patterns within the rebranding context.

6.11 Summary, Contribution and Conclusion

6.11.1 Summary
This research sought to address the research problem: ‘What are the drivers, processes and impacts on brand equity of Australian rail organisations rebranding strategies?’ Essentially, why AROs rebrand, how they rebrand, and the outcomes of their rebranding. The research design was primarily influenced by four extant corporate rebranding models, frameworks and schema; namely the ‘Corporate Rebranding Framework’ (Daly & Moloney 2004), ‘Model of the Rebranding Process’ (Muzellec & Lambkin 2006), ‘Rebranding as a...
continuum’ descriptive model (Muzellec & Lambkin 2006) and the ‘Six-Principle Schema for Rebranding’ (Merrilees & Miller 2008).

Best branding and corporate rebranding practice identified in these theoretical and conceptual models, and branding and corporate rebranding literature (Chapter 2) were compared to gaps in knowledge of ARO rebranding strategies and processes. From these gaps six research questions were constructed (synthesised in Section 2.7.1, and presented in Table 2.6). Further, the most complete extant rebranding framework (CRF) outlining the entire rebranding process was compared to the corporate rebranding literature and other models, identifying several gaps. To address these gaps, a Conceptual Expanded Rebranding Framework (CERF) was created and presented in Section 2.7.2 (Figure 2.32). RQ’s were aligned in sequential order to each phase of the CERF. The CERF formed the basis for the ensuing thesis research.

To address the gaps in ARO rebranding knowledge, a case study method was used as case studies are one of the best mechanisms to provide a bridge from rich qualitative findings to deductive research (Eisenhardt & Graebner 2007), and is a method that creates accurate, interesting, and testable theory (Eisenhardt & Graebner 2007). Further, a multiple case study of four AROs was adopted as multiple case studies are more robust than single-case designs (Yin 1994), allow comparisons across diverse settings (Stake 1995) and generates a more complete understanding of the phenomena studied (Wahyuni 2012).

The primary qualitative research method used for data collection designed to elicit rich, deep, descriptive data (Boeije 2009) was semi structured face to face interviews (Yin 2010). ‘Elite’ interviews (Kvale & Brinkmann 2009) were undertaken with senior managers in AROs, government transport departments and peak rail bodies who could provide primary information regarding decisions and events surrounding strategic rebranding drivers and processes. Interviews were supported by an array of other data collection methods to ensure triangulation (Yin 1994). The data analysis followed five stages comprised of compiling, disassembling, reassembling, interpreting and concluding as recommended by Yin (2010). The disassembling stage yielded 168 codes with reassembling providing a categorisation of 6 ‘super parent’ themes, and 20 ‘parent’ themes.

The ensuing findings were extensive and support the assertion that ‘rebranding at the corporate level is complicated’ (Gotsi & Andriopoulos 2007, p. 344). The findings have been
presented in a ‘within case analysis’ (Yin 1994) in Chapter 4 with deeper analysis of findings to identify similar and contrasting themes, concepts and relationships between AROs in Chapter 5 (‘cross case analysis’) (Richards 2014). Chapter 6 provided the interpretation stage embedded with implications for theory and implications for policy and practice.

The findings have also empirically validated an augmented and ‘Expanded Corporate Rebranding Framework’ (ECRF) presented in Section 6.8.

6.11.2 Contributions to Knowledge

This thesis has generated two significant contributions to corporate rebranding theory and practice.

1st Contribution: Why AROs rebrand, how they rebrand, and the outcomes of their rebranding

Section 1.3.1 identified that an expected 1st contribution of this thesis was to understand ARO rebranding. More specifically, this thesis sought to understand ARO rebranding drivers, processes and impacts on brand equity.

Following the literature review in Chapter 2, the gaps in knowledge of AROs’ rebranding strategies and processes were identified and summarised in Table 2.6. Through empirical investigation into the corresponding RQ’s, this thesis research has unveiled the mysteries to these questions. The ‘gaps in knowledge’ are no longer gaps, and this thesis has amply revealed ‘why AROs rebrand, how they rebrand, and the outcomes of their rebranding’.

The identified gaps have been comprehensively addressed for each ARO in Chapter 4 – ‘within case’ analysis with accompanying visual models. They have been synthesised, compared and contrasted for each ARO in Chapter 5 – ‘cross case’ analysis. They have been interpreted in Chapter 6 with accompanying implications for policy and practice.

This knowledge has achieved the 1st contribution expectation discussed in Section 1.3.1. There is now a deeper understanding of the practice of rebranding in Australian rail entities, and the ensuing implications for theory, policy and practice have become manifest.

Table 6.2 below addresses the gaps in ARO rebranding knowledge that was presented in Table 2.6, Section 2.7.1. It provides a macro synthesis of the overarching findings and
implications for theory, policy and practice, thus demonstrating a significant contribution to knowledge:
Table 6.2: Contribution to Knowledge: Synthesis of Overall ARO Findings, Implications for Theory, Policy and Practice

<table>
<thead>
<tr>
<th>Key Concept</th>
<th>RQ Addressed</th>
<th>Synthesised Findings (Section / Summary)</th>
<th>Implications for Theory (Section)</th>
<th>Implications for Policy &amp; Practice (Section)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why &amp; How Organisations Rebrand</td>
<td>RQ1 (a) What are the rebranding a) factors</td>
<td>5.1 Dominant rebranding factors pertaining to each organisation are political factors.</td>
<td>6.1.2</td>
<td>6.1.3</td>
</tr>
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<td></td>
<td>RQ1 (b) What are the rebranding b) goals</td>
<td>5.2A Safety, Transformation, World Class Practice and Biological Metaphors</td>
<td>6.2A.2</td>
<td>6.2A.2</td>
</tr>
<tr>
<td></td>
<td>RQ1 (c) What are the rebranding a c) processes</td>
<td>5.2B Little to no evidence of AROs’ consultation or collaboration with internal stakeholders through the rebranding process; Main ARO strategy to enhance external stakeholder’s perception is to improve rail services functionality</td>
<td>6.2B2.2</td>
<td>6.2B2.3</td>
</tr>
<tr>
<td></td>
<td>RQ2: Evolutionary versus revolutionary ARO rebranding strategies</td>
<td>6.3A.2 It is evident therefore that AROs have a predilection to engage in revolutionary branding</td>
<td>6.3A.3.1</td>
<td>6.3A.3.2</td>
</tr>
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<td></td>
<td>RQ2(a): Evolutionary versus revolutionary ARO rebranding strategies: What types are used for (a) name</td>
<td>5.3B.4; 5.3B.5; 6.3A5.6, Table 6.2. 3 out 4 AROs rebranded with a new name (revolutionary). ARO brand names are constructed according to these classifications: Aurizon: Associative Sydney Trains: Geographic V/Line: Geographic &amp; Descriptive MTM: Geographic, Descriptive &amp; Associative &amp; semantically related acronym</td>
<td>6.3A.5.7</td>
<td>6.3A.5.8</td>
</tr>
<tr>
<td></td>
<td>RQ2(b): Evolutionary versus revolutionary ARO rebranding strategies: What types are used for b) logo</td>
<td>5.3B.&amp;C.6; Table 5.10 Aurizon: Evolutionary – kept same as QR National; Formulation process unclear; Logo = stylised map of Australia; Logo colours = colours of Australia; Sydney Trains: Revolutionary – Formulation = Splitting Railcorp in two, Broader integrated transport brand (“The Hop”); Yellow = safety, orange = designated integrated transport brand colour; V/Line: Evolutionary – Name kept the same; Purple = best colour available on the integrated transport colour palette;</td>
<td>6.3B&amp; 6.3C.5.11</td>
<td>6.3B&amp; 6.3C.5.12</td>
</tr>
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</table>
### Key Concept

<table>
<thead>
<tr>
<th>RQ Addressed</th>
<th>Synthesised Findings (Section / Summary)</th>
<th>Implications for Theory (Section)</th>
<th>Implications for Policy &amp; Practice (Section)</th>
</tr>
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<tbody>
<tr>
<td>RQ2(c): Evolutionary versus revolutionary ARO rebranding strategies: What types are used for c) livery?</td>
<td>MTM: Revolutionary – Formulation = requirement of their franchise bid; Blue = designated intermodal colour</td>
<td></td>
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<td></td>
<td>5.3B.&amp;C.6; Table 5.10</td>
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<tr>
<td>Brand Personality</td>
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<tr>
<td>RQ3: ‘How do AROs undertake ‘Internal Branding’ and ‘External Branding’?</td>
<td>5.3A.3, Table 5.7 Desired Brand Personality: Aurizon: Quietly confident – ambitious; Moving A Nation Sydney Trains: modern, dynamic, friendly, helpful, customer centric The customer is at the centre of everything we do V/Line: Contemporary, dependable, welcoming, country values Connecting Victorian communities and industry MTM: friendly, proactive, forward thinking, consistent, confident, responsible A proud railway for everyone, every day</td>
<td>6.4.1.4</td>
<td>6.4.1.5</td>
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<tr>
<td>Corporate Brand Personality</td>
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<tr>
<td>RQ4: ‘What is the effect of rebranding on ARO Corporate Culture?’</td>
<td>5.5; 6.3.4.1 – 6.3.4.5 Overarching brand personality aspiration for all AROs is to be viewed as ‘competent’ Aurizon – probably perceived as ‘ruthlessness’; Sydney Trains– Railcorp history antithesis of competent &amp; agreeable – although these are highly sought after corporate personality attributes by Sydney Trains; V/Line – desire contemporary corporate personality like dimension of ‘enterprise’; MTM – seeking a corporate personality of agreeableness, as well as ‘chic’</td>
<td>6.5.3.6</td>
<td>6.5.3.7</td>
</tr>
<tr>
<td>Brand Identity</td>
<td>RQ 3 &amp; 4</td>
<td>Table 5.15; 5.4.7.2; 5.4.7.3 Aurizon: world leading transport business – safest transport company in the world;</td>
<td>6.4.2.6</td>
</tr>
<tr>
<td>Key Concept</td>
<td>RQ Addressed</td>
<td>Synthesised Findings (Section / Summary)</td>
<td>Implications for Theory (Section)</td>
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<tr>
<td>Internal &amp; External Branding / Corporate Culture</td>
<td>RQ 3 &amp; 4</td>
<td>Sydney Trains: effective and efficient rail services that exceed customers’ expectations; V/Line: safe, reliable, accessible and sustainable passenger and freight transport services; MTM: Safety, efficiency, reliability and customer service – proud railway.</td>
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<tr>
<td>Measuring Financial Brand Equity</td>
<td>RQ 5(a): ‘How is a) Financial brand equity captured by AROs and how is it measured to evaluate rebranding success?’</td>
<td>5.5 Aurizon and Sydney Trains – significant industrial relations restructuring affecting meaningful internal branding processes; all rail organisations aim to increase workforce diversity; ARO’s seek to inculcate a culture of pride in their workforce</td>
<td>6.5.2.3</td>
</tr>
<tr>
<td>Measuring Brand Equity (CBBE)</td>
<td>RQ 5(b): ‘How is b) CBBE brand equity captured by AROs and how is it measured to evaluate rebranding success?’</td>
<td>5.6.2 Although surveys measuring customer satisfaction are conducted by ARO’s, no measures of the full gamut of CBBE are conducted</td>
<td>6.6.2.3</td>
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Source: Original
Chapter 6 – Discussion and Interpretation of Findings

2nd Contribution: Development of an empirically researched and validated Expanded Corporate Rebranding Framework / Model

A secondary expected contribution identified in Section 1.3.1 was the creation of ‘an empirically researched and validated Expanded Corporate Rebranding Framework’.

As identified in 6.11.1 this thesis research therefore traverses a comprehensive literature review that identified dominant corporate rebranding models, frameworks and schemas, then identified gaps in the most complete framework framework (CRF). The integration of variegated branding and rebranding literature led to the creation of a conceptual (CERF). Research questions aligning to each phase of the CERF guided the thesis research.

The subsequent augmentation and expansion of the CRF and CERF culminated in a significant contribution of this thesis, namely the created of a validated ‘Expanded Corporate Rebranding Framework’ (ECRF), presented in Section 6.8.1.

This contemporary corporate rebranding framework enhances the understanding of current corporate rebranding knowledge. Additionally, the creation of the ECRF provides a tangible tool to assist organisations understand and plan rebranding strategies, planning, and processes.

The primary contributions of the ECRF include:

- An integration of disparate dimensions of corporate rebranding theory.

- Validation of key findings from the contemporary case study research of this thesis.

- A more fully developed, contemporary corporate rebranding framework to further assist organisations corporate rebranding strategies. This incorporates a guide for corporate rebranding i) Analysis ii) Planning iii) Implementation iv) Evaluation and iv) Ongoing Brand Management.

- An expanded framework generalisable and applicable to organisations undertaking rebranding strategies in other transport, industry and corporate sectors. Hence the research findings identified in this research can be applied to other complex and dynamic domains.

Thus, this thesis has achieved the aims of the 2nd expected contribution stated in Section 1.3.1 and has extended ARO and corporate rebranding knowledge and enriched corporate rebranding theory.
This inductive, theory building research has found that rebranding in AROs is very complex and influenced by multiple forces, in particular government policy and government transport agencies. There is considerable variety in the rebranding practices of AROs. Essentially whilst many elements of ARO rebranding processes correspond with recommendations in the literature, overall none of the AROs studied have adopted best rebranding practice in all of the rebranding domains / throughout the entire rebranding process as delineated in the corporate branding and rebranding literature.

Therefore, this thesis has identified numerous gaps in the rebranding strategies, analysis, planning, implementation, evaluation and ongoing brand management processes of AROs. Chapter 6 has discussed the plethora and variegated implications of the findings and rebranding gaps for theory as well as for policy and practice. Thus, the research problem and associated research questions have been appropriately and comprehensively addressed. These findings therefore provide a rich body of knowledge to inform future ARO rebranding strategies.

Further, based on these findings and implications, the most robust extant rebranding model / framework, CRF (Daly & Moloney 2004) has been augmented and expanded to create a validated ‘Expanded Corporate Rebranding Framework’ (CERF), (Section 6.8.1). Therefore, this qualitative research has assisted to generate theory (Parkhe 1993), build and develop theory (Merriam 1998) and has further contributed to the body of corporate rebranding knowledge (Perry 1998).

The ECRF provides a robust platform for additional empirical research to further enhance corporate rebranding theory and assist industry and senior managers with future rebranding strategies and practices.

AROs considering future rebranding can be informed by the gaps and inefficiencies that the organisations studied in this thesis failed to address. In particular, there is a significant gap in implementing rebranding measures that enrich corporate culture and engender employee spirit to elevate the brand and maximise positive stakeholder perceptions. AROs could use the augmented ECRF as a robust, viable model to refer to in their future rebranding initiatives / endeavours. This research is generalisable to other domains and the ECRF could be applied to other transport and industry sectors.
One example for application of the ECRF could be the Non Profit (NPO) sector where, ‘there is little that provides a coherent framework or systematic approach to capture how branding strategies are pursued in NPOs’ (Mort, Weerawardena 2007, p.111). The ECRF may therefore provide a framework as the basis to guide ongoing research in this area.

Additionally, in the Higher Education (HE) sector (Chapleo 2015, p. 1) states:

...an overall conceptual model for brands in the HE sector remains challenging, although parallels with corporate branding are drawn. Findings suggest that branding is a key issue for UK universities. However, simplistic adoption of corporate branding does not offer a clear solution, and the requirement for a conceptual framework particular to the sector is evident... corporate branding, experiential branding and internal branding literature all have a degree of applicability, but clearly further empirical work is needed to advance this important field.

Application of the ECRF may therefore also assist further research in the HE domain.

Lastly, many findings in this thesis were unexpected and surprising; for example, the failure to engage in internal branding and lack of heritage elements incorporated into ARO rebranding aesthetics. Thus 21 potential areas for future research have been highlighted in Section 6.10. It is hoped that ongoing research into these areas will yield deeper insights into corporate rebranding, whilst further enhancing the ability of organisations to undertake rebranding strategies effectively.
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Appendices
Appendix 1: Participant Information Sheet
PARTICIPANT INFORMATION SHEET

Research Project

Title: ‘Rebranding Australian rail organisations: An investigation into the drivers, the processes and impacts on brand equity’.

Invitation

You are invited to participate in a study regarding the dynamics involved in ‘rebranding’ Australian Rail Organisations (AROs).

The study is being conducted by:

Principal Investigator: David Spriggs
Position: PhD candidate
School: Southern Cross Business School
Phone Number: 0437 782 795
Email: david.spriggs@scu.edu.au

Project Description:

This research seeks to fully explore rebranding issues within Australian Rail entities through investigating the why, how and the outcomes of Australian rail rebranding.

The data collected will be used in a doctoral dissertation and may be published in one or several journal articles. This project is supported by the Southern Cross University Business School and by the Cooperative Research Centre for Rail.
Purpose of the project:

This study aims to benefit Australian Rail Organisations through attaining:

- A greater understanding of why Australian entities undertake rebranding decisions.
- A greater understanding of the processes Australian entities undertake to implement rebranding decisions.
- Ascertainment whether Australian rail entities have methods and processes in place to measure the impact of rebranding strategies on brand equity (in terms of enhanced stakeholder perceptions).
- Understanding of the effects of ‘evolutionary’ (incremental) vs ‘revolutionary’ (significant) rebranding.

Participation:

- Participation in this study is voluntary. You can decide to withdraw from the project at any moment without any negative consequences to you.
- If you agree to participate in the interview please sign the attached consent form and send it back to me via email: david.spriggs@scu.edu.au

What does participation require?

- A researcher will conduct a one-on-one interview with you which may take approximately 45 minutes to 90 minutes to complete. The interview will be conducted in person either at your work site or alternatively in a convenient location chosen by you, as agreed with you in advance. The interview will be recorded using an audio recorder device in order to ensure that all details are taken into consideration during the data analysis process. In some instances I may ask your permission for a follow up interview to clarify or expand on certain areas. The transcription may be subsequently provided back to the participant (you) for review, validation agreement and clarification if required.

- If a face to face interview is not convenient, the interview could be conducted ‘virtually’ through a computer using ‘Microsoft Lync’.

- The researcher will ask you about your experiences with the rebranding strategy and associated marketing processes of your organisation, how changed processes may have impacted in your role, your opinions about the effectiveness of the rebranding strategy and your suggestions on branding, marketing or process elements that your organization may wish to consider.
• You are free to refuse to answer any question or chose not to comment at all.

Benefits in participation:

Your anonymous contribution to this study will assist to deepen the current understanding of Australian Rail rebranding, which will improve future Australian Rail rebranding strategies and may enhance rail passenger and freight services in Australia.

Privacy:

Your name will not be mentioned in this study; you will remain anonymous and information about you will be kept confidential. Information gathered from you will be kept securely at the University for seven years. Once the results are finalised you will be asked to approve the content that involves you and your organisation.

Thank you for taking the time to review this information sheet. We look forward to your possible contribution to this research.

Complaints or concerns:

Ethical clearance has been given to conduct this study by the Human Research Ethics Committee at Southern Cross University. The approval number is ECN -14-022. If you have concerns about the ethical conduct of this research or the investigators, please address your complaint in writing to the following:

Ethics Complaints Officer
HREC
PO Box 157
Lismore, NSW, 2480
Email: sue.kelly@scu.edu.au

All information is confidential and according to due process under the National Statement on Ethical Conduct in Human Research and this University.

For additional information or inquiries please contact the researcher with the details provided above or the research supervisors:

**Dr Tania Von Der Heidt**
Southern Cross University
Business School
Tel: +61 2 6620 3086
Email: Tania.Vonderheidt@scu.edu.au

**David Spriggs**
Principal Investigator: David Spriggs
Position: PhD candidate
School: Southern Cross Business School
Phone Number: 0437 782 795
Email: david.spriggs@scu.edu.au
Appendix 2: Consent Form
CONSENT FORM

Title of Research Project: ‘Rebranding Australian rail organisations: An investigation into the drivers, the processes and impacts on brand equity’.

Name of Researcher: David Spriggs
Name of Supervisor: Dr Tania von der Heidt

(Contact details of the researcher and the supervisor have been provided in the information sheet explaining this research)

NOTE: This consent form will remain with the Southern Cross University researcher for their records.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I agree to take part in the Southern Cross University research project specified above</td>
<td></td>
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</tr>
<tr>
<td>I understand the information about my participation in the research project, which has been provided to me by the researchers.</td>
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<tr>
<td>I agree to be interviewed by the researcher</td>
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<tr>
<td>I agree to allow the interview to be audio-taped</td>
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<tr>
<td>I agree to make myself available for further interview if required</td>
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<td></td>
</tr>
<tr>
<td>I understand that my participation is voluntary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can choose not to participate in part or all of this research at any time, without consequence</td>
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<tr>
<td>I understand that any information that may identify me, will be de-identified at the time of analysis of any data.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand that no identifying information will be disclosed or published, except with my permission</td>
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</tr>
<tr>
<td>I understand that all information gathered in this research will be kept confidentially for 7 years at the University.</td>
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<tr>
<td>I am aware that I can contact the researchers at any time with any queries. Their contact details have been provided to me.</td>
<td></td>
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</tr>
<tr>
<td>I understand that this research have been approved by the SCU Human Research Ethics Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand that I can contact the SCU Ethics Complaints Officer if I have concerns about the ethical conduct of this research</td>
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</table>

Tick the box that applies, sign and date and provide to the researcher

Participant’s name: _______________________ Participant’s signature: __________________

____________ Date: _____________

If you would like to receive a copy of the report:
Contact: Tel: 0437 782 795 Email:david.spriggs@scu.edu.au
Appendix 3: Case Study Protocol
Case Study Protocol

Yin (2009) identifies that having a case study protocol containing the procedures, general rules and the instrument to be used is recommended under all circumstances, however when a researcher is undertaking a multiple-case study, a case study protocol is essential. Creating and following a protocol guides the investigator in the data collection process and increases the reliability of case study research. Therefore the use of a case study protocol to organize data collection has become a commonly accepted prelude to systematic data collection when conducting case study research (Yin 2011).

Runeson and Höst (2009) identify that although the case study protocol encapsulates the case study design decisions and describes the planned field procedures, the protocol may continuously change as the document is updated in the event that case study plans change during the research.

Essentially, the case study protocol should include the following:

- *An overview of the case study project including objectives, issues and relevant findings about the topic being investigated*
- *Field procedures, including procedures governing access to case study sites*
- *Case study questions, data collection forms and sources of information for answering each question*
- *A guide for the case study report including an outline of the report and references (Yin 2009).*

Following is a discussion of these key elements comprising the interview protocol.

**Overview of the Case Study Project**

**Objectives**

The guiding Research Objective for this study is: ‘This research investigates the rebranding phenomenon in Australian Rail Organisations to better inform future rebranding decisions and processes in the Australian Rail industry’.
Issues

Several organisations in the Australian Rail Industry have recently undertaken a rebranding strategy. This research is primarily focused on the reasons (drivers) for the rebranding, what the overarching goals are and how rebranding decisions are made as well as the impact that rebranding has on brand equity.

An understanding of why, how and the outcomes of Australian rail rebranding will provide a significant contribution to the gaps in knowledge by assisting to identify stakeholder perceptions underpinning rail and how rebranding modifies these perceptions. This will contribute to corporate rebranding theory and provide practical insight for rail entities considering rebranding in the future. The following benefits for Australian Rail Organisations are envisaged:

- A greater understanding of why Australian entities undertake rebranding decisions.
- A greater understanding of the processes Australian entities undertake to implement rebranding decisions.
- Whether Australian rail entities have methods and processes in place to measure the impact of rebranding strategies on brand equity (in terms of enhanced stakeholder perceptions).
- An understanding of the effects of ‘evolutionary’ (incremental) vs ‘revolutionary’ (significant) rebranding.
- An understanding of the role of changing marketing aesthetics in the rebranding process.
Selected Cases and Field Procedures

Selected Cases

As identified in Section 3.2 four Australian Rail organisations that have recently undertaken rebranding strategies have been selected via purposive sampling. These organisations are: Aurizon, Sydney Trains, V/Link and MTM.

Unit of Analysis

Ideally approximately 16 – 20 participants in total will be interviewed (4 from each organisation and 4 external to the organisations), depending on availability and response to information letter and informed consent form.

The units of analysis within each organisation (single case study within a multiple case study) will consist of:

1. Senior managers who may have been involved in the decision making to rebrand the strategic goals of the rebrand and / or the implementation of the rebrand;

2. Government representatives from government transport agencies;

3. Representative from Peak Australian Rail Industry Body (Australasian Railway Association (ARA))

Access to Case Study Sites

CRC for Rail Innovation have provided key contacts for each organisation as well as for the primary industry organisation, Australasian Rail Association (ARA).

These individuals will be contacted by phone and email in the first instance to ascertain the receptivity of the organisation to the research as well as identify key individuals that may fit the descriptors in the unit of analysis.

Informed Consent

A letter detailing the proposed research and implications of participation will be provided to potential participants (the ‘Participant Information Sheet’). This letter will also advise participants that the interviews will be audio taped. A consent form will also be provided to participants to complete and return, if they wish to voluntarily participate in the research.
The option to withdraw consent within 14 days following this will also be provided to participants. It is envisaged that the letter and consent form will be sent by post or email in the first instance.

**Case Study Questions, Data Collection Forms and Sources of Information for Answering Each Question**

**Case Study (Research) Questions**

This case study research is guided by six primary research questions, namely:

- **RQ 1:** What are the rebranding a) factors, b) goals and c) processes underpinning rebranding decisions in AROs?
- **RQ 2:** Evolutionary versus revolutionary ARO rebranding strategies: (i) What types are used for (a) name, b) logo, c) livery?
- **RQ 3:** How do AROs undertake internal branding and external branding?
- **RQ 4:** What is the effect of rebranding on AROs’ corporate culture?
- **RQ 5:** How is a) Financial brand equity and b) Consumer based brand equity captured by AROs and how is it measured to evaluate rebranding success?
- **RQ 6:** What issues do AROs face following rebranding?

**Data Collection Forms and Sources of Information for Answering Each Question**

1. **Semi-structured Interviews**

The primary means of data collection and participant involvement will be semi-structured, ‘qualitative interviews’, the overwhelmingly dominant mode of interviewing used in qualitative research (Yin (2010)).

These interviews will directly solicit the perspectives of the people who are subjects in the study (Saldana 2011), as discussed in ‘Units of Analysis’. The qualitative interviews will be conducted via a conversational mode, providing the opportunity for two-way interactions (Saldana (2011)).

The primary form to be used to elicit this data will be an ‘interview guide’ (as shown in Section 10.3). The primary sources of information will be individuals who have been
involved with or affected by the rebranding such as brand managers, senior managers and middle managers as described previously in ‘units of analysis’.

Additionally, multiple sources of data collection have been discussed in Section 3.3. They include documentation, archival records, physical artefacts and observation.

2. Research Prior to Interview

Prior to, or during visits to each organisation archival data sources will be collected to inform interview data. These may include organisational documents, press releases and promotional material. A preliminary understanding of the research process will be undertaken to provide overall background context to the rebranding history of each organisation under investigation. This will provide the researcher with a preliminary understanding of the issues surrounding the rebrand as well as provide some assurance to interviewees that the researcher is credible and informed. However this background research will not be overly exhaustive so as not to introduce potential interviewer bias before interviews take place.

3. Interview Mode

Face to Face or via Online Technology

In order to elicit rich, deep and meaningful data (Yin 2010), the preferred mode of interviewing will be face to face. In this event, interviews will take place at the interviewees’ place of work or a suitable, mutually agreed upon alternative venue. However, to enhance accessibility to potential interview participants who may have severe time restrictions, they will also be offered the opportunity to conduct the interview through an online interview ‘room’ (such as Microsoft Linc web ap), that will be recorded for later transcription.

Recorded and Transcribed

Naturally, in accordance with the requirements of the ethics approval, interviews will not be conducted until an informed consent form has been received from the participant. Participants will also be reminded at the time of interview that the interviews are to be digitally recorded (unless they do not wish to be recorded), and that the recordings will be used to generate written transcripts.
**Time Commitment**

It is anticipated that the interviews will take 60 – 90 minutes each, however given the exploratory, qualitative nature of the research it is important to be flexible with this time and allow time for additional issues that may arise rather than scheduling interviews too close together. Participants will be provided with the opportunity to review transcripts to check validity and provide further comments if appropriate. Some participants may also be invited to engage in additional interviews. All processes will be undertaken with the informed consent of the participant.

**The Interview Session**

**Before the interview**

Ensure that requisite consent forms have been signed. Check audio equipment and ancillary interview items are properly positioned and work.

*What to say to interviewees when setting up the interview*

Welcome interviewees and thank them for offering up their valuable time, reiterate the value of this research to the ARO / ARI. Re-explain the purpose of the interview, why the participant has been chosen, expected duration of the interview, reassure interviewee of the privacy and confidentiality of the interviewee’s information. Explain again that you will be taking notes and using a tape recorder to ensure that their words are accurately recorded and transcribed (offer them water if available).

*What to say to interviewees when beginning the interview*

Restate key information from Participant Information Sheet, i.e. Voluntary Participation and ability to withdraw if necessary.

*What to do during the interview*

Take notes if necessary, ensure that conversations are accurately recorded via Audiotape. Conduct the interview with an attitude of courtesy and respect, adopt a conversational mode, working from the interview guide, but maintaining flexibility to modify questions, or ask deeper probing questions depending on individual participant response. Keep control of the interview whilst remaining tolerant and sensitive to
provocative responses, maintain neutrality throughout the interview and do not unduly
lead the interviewee to avoid bias. Be observant of non-verbal cues and the
participants other actions and behaviors to intuit deeper meanings.

The Interview Guide

The interview guide identified in Appendix 4 provides questions that are primarily
intended as a means to ‘guide’ the interview process consistent with the method of
conducting a semi-structured interview. These questions will ensure that the same
general areas of information are collected from each interviewee, however it should be
noted that a degree of flexibility and adaptability may be necessary in order to elicit
deeper, richer information from the interviewee. To this end, most of the questions
above are ‘open ended questions’ constructed to allow the interviewee more freedom
of expression in their responses. ‘The Interview Guide’ (Appendix 4) also provides
additional prompts depending on whether responses have been generally negative or
positive).

What to say to interviewees in concluding the interview

Thank interviewees for their participation and time, advise that you will send them a
copy of the transcript for their verification. Ask if they are willing to participate in a
follow up interview if necessary.

What to do following the interview

Check audiotape for clarity. Fill in notes and summarize key data immediately
following the interview being mindful of emergent patterns or themes to inform
coding in NvIVO (Thematic Analysis).
The following illustration provides an overview of how a typical semi structured interview may be structured:

**120 Minutes**

- **10 mins** Before the interview:
  - Consent forms
  - Check audio equipment / ancillary

- **10 mins** Beginning the interview:
  - Introduction,
  - Restate objectives
  - Voluntary

- **50-80 mins** Semi structured Interview questions

- **10 mins** Concluding: Thank participant – follow up advice, check

*Figure A5.1: Semi Structured Interview Guide*

Source: Developed for this Research
Level and Nature of the Risk to the Participants and Methods to Mitigate this Risk

Given the fact that many participants will be employed by the organisations under study, some participants may consider that participating in this study constitutes a professional risk and some may find the interview process to be stressful. This will be mitigated by the following:

• All participants will receive full disclosure of the research aims, and processes.

• Interviews will be conducted with an attitude of courtesy and respect in order to develop working relationships in an atmosphere of comfort, security, and equity as advocated by Saldana (2011).

• Data collected will be classified into general categories (codes and themes) to ensure anonymity.

• Full anonymity will apply to participants’ information including the manner in which it is described in the report.
Appendix 4: Interview Guide (Primary Data Collection Instrument)
Interview Guide

Preamble

Date/place of interview: ____________________________________________

Interviewer(s): ___________________________________________________

Participant profile:

Name ______________________________________________________________
Position___________________________________________________________
Company____________________________________________________________

Thank you for taking the time to participate in this research. CRC for Rail Innovation are very interested in obtaining information regarding rebranding in the rail industry. There is limited research in Australia on the driving forces for rebranding and the subsequent outcomes of rebranding strategies. In particular there is limited research in the rebranding of well-established organisational brands. Rebranding can have a profound effect on changing the image of rail organisations and altering stakeholder perceptions. Currently however there is also very limited knowledge identifying why and how Rail Organisations use rebranding strategies.

We have selected your organisation, as it has recently undertaken a rebranding initiative.

Specifically, on (date) your organisation rebranded from to (expand and tailor this as appropriate for each organisation that has been chosen as a case study).

You have been selected for this interview as you have some expert insight into this rebranding. Your participation in this interview will assist us to gain a deeper understanding of the rebranding process in Australian Rail which may potentially benefit the entire industry.

I would now like to ask you some questions relating to your role and your recollection of your organisations rebranding strategy and processes, and just a reminder that I will be recording this interview. Is that okay?
(a) Drivers, (b) Goals and (c) Processes

1. Can you briefly tell me about your role in the company and how that may have changed over time?

2. Tell me what you think were the driving forces or motivations for your organisation to undertake a rebranding strategy?

3. What was the organisations’ main objective for the rebranding strategy?

4. In what way were they trying to change external stakeholders’ perceptions of the organisation?

5. In what way did the rebrand try to change the perceptions of its internal stakeholders, such as its employees?

6. Was there a focus on changing the image specifically to generate greater revenue or achieve higher profitability?

7. Can you tell me about any brand audits that your organisation conducted?

8. How did the organisation consult with external stakeholders to formulate the rebranding strategy?

9. Has your organisation attempted to retain any historically nostalgic associations that were associated with the previous brand image?

10. What impact study of the rebranding on competitors did your organisation conduct?

11. Were you or any of the staff consulted during the formulation of the rebranding strategy and how did this take place?

12. Can you describe how the rebranding process was communicated to you and other staff?

13. Has staff been provided with specific training in how to bring the brands vision to life?

14. Were you in any other way involved in the implementation process of the rebrand?

15. How was the rebranding process communicated to commuters (users) or purchasers of rail services?

16. In what ways has the corporate culture (for employees) changed since the rebranding?
17. In what ways has the perception of (i) commuters/patrons and (ii) the public has changed since the rebranding?

18. Overall do you think that the rebranding has provided your Rail Organisation with a more positive image and more favourable reputation?

19. How would you describe the personality of the new brand?

Measuring Brand Equity

20. How does the rail organisation measure the financial impact of the rebranding?

21. How does the rail organisation measure changes to (i) staff (particularly as it effects corporate culture) (ii) customer (particularly freight customers) and (iii) the public’s perceptions of this rebranding initiative?

Rebranding strategies and modification / change of marketing aesthetics to achieve their objectives and (c) to what extent have they enhanced brand equity

22. Your organisation totally changed its name. Can you tell me how and why the decision was made to totally change the name, instead of perhaps incorporating the old name or having a dual name for a time?

23. The logo and colours were also changed. Can you tell me about this process, and also why the specific colours / logo were chosen?

24. Your organisation modified the colours of its logo and train wrapping. Can you tell me about the reasons for the modification and how the new image was decided on?

25. Did you have a biological metaphor in your rebranding? That is if your organisation was an animal what kind of animal was it? And…What kind of animal did you want it to become?

26. Or did it represent a kind of person that you wanted to move from and towards?

27. What 3 words best describe your brand, to make a ‘brand mantra’?

28. Overall what role do you think these changed visual elements have played in changing employee’s and other stakeholder’s perceptions?

29. What is your organisation's current and future branding strategy?

30. Is there anything else that you would like to add?
Appendix 5: BP and British Airways failed rebranding strategies

This appendix provides a more complete overview the failed BP and British Airways rebranding strategies that were discussed in Section 2.4.2.7.
Appendix 5.1: BP’s Helios rebranding provokes anger and finds Deepwater

Corporate rebranding and modifying aesthetics can backfire in a spectacular way. A cautionary tale of corporate rebranding to create repositioning perceptions were reactions to the 2001 rebranding of BP’s (British Petroleum), logo. Costing $211 million dollars the corporation reimaged their 70-year-old ‘Green Shield’ logo with a green and gold sunflower ‘helios’ logo representing the Greek sun god with an intention of conveying brand associations of a company aligned to green energy.

Apparently the company went to great lengths in the design of their logo, even consulting with a feng shui expert to ascertain whether the eighteen point Helios logo would be accepted in Asian markets (Kaikati & Kaikati 2003). However, the green brand image was primarily designed to demonstrate the company’s environmental and solar power commitment and thus was particularly directed towards winning over environmentally aware consumers. The new green, white and yellow logo replacing the BP shield was accompanied by a reversion of the name BP Amoco to the organisations old acronym of BP (formerly standing for British Petroleum), however ‘BP’ was rebranded to align to a new slogan ‘Beyond Petroleum’ (Balmer 2010). However, given BP’s historical immersion in oil, BP’s rebranded identity values appeared to be far from reality and their corporate marketing practices were questionable (Balmer, Powell & Greyser 2011).

Indeed, there was an immediate angry response from environmental groups who accused BP of flagrant greenwashing given their long association with oil products. Greenpeace pointed out that BP had spent more money in the previous year on its rebranding exercise than it had spent on environmental issues and asserted that BP really stood for ‘Burning the Planet’ (Balmer 2010).
Figure A5.2: BP Rebranding 2000 – Before and After Rebranding Logos
Source: (Canny 2013)

Figure A5.3: BP Rebranding Logos – Mocked by environmental activists
Source: (Canny 2013)
The damage to BP Petroleum’s corporate reputation however exploded when their corporate brand promise of ‘Beyond Petroleum’ sank in the flames of the Deepwater Horizon oil rig explosion and the ensuing environmental disaster (Stuart 2013). The resultant consumer dismay and deepening distrust of BP was perhaps inevitable given BP’s ‘brand exuberance’ and the aspirational positioning of their brand that was most likely never going to be attainable (Balmer 2010).

However, the BP debacle sank further post the oil spill in the Gulf of Mexico incident following the corporations’ poor communications with its stakeholders (Klein et al. 2012). BP subsequently suffered wide spread condemnation from stakeholders, customer criticism, plummeting share prices and imminent threat of corporate takeover. Naturally, the validity of BP’s vaunted ‘green’ corporate brand positioning promoted throughout its corporate communications was intensely scrutinised (Balmer 2012).

A precept of brand building is that functional and symbolic elements align (Mowle & Merrilees 2005). BP’s rebranding however is cited as being unprecedented in the scale of misalignment between its actual operations and its environmental corporate brand promises symbolically conveyed through the rebranded ‘Helios’ symbol (Matejek & Gössling 2014).

The Deepwater Horizon disaster is estimated to have cost BP over $60 million (Macalister 2016). It is perhaps moot to point out that brand misconduct severely damages the customer – brand relationship (Huber et al. 2010). However, the depth of negative consumer backlash and extraordinary BP losses was exacerbated by BP management lack of visible ownership of their responsibility in the disaster, or apparent remorse and subsequent actions to mitigate the environmental impact. This myopic management response could perhaps have been more enlightened had management heeded the following advice, ‘when a controversy arises that endangers the brand, the accepted best practice when possible is to admit wrongdoing or at least admit there is a problem and immediately provide a visible fix’ (Aaker 2004b, p. 15).

**Appendix 5.2: British Airways disastrous change of its British livery**

Another poignant example of failed corporate rebranding was British Airways change of its British livery in 1997 that created public outcry, prime ministerial disapproval and customer abandonment (Balmer, Stuart & Greyser 2009).

In contrast to leveraging the halo effect of country of origin, some companies attempt to negate their country of origin to reposition themselves to a global market. An extraordinary
example of this was the rebranding of British Airways in 1997. When British Airways substantially changed their traditional livery (Cassani & Kemp 2003, p. 70):

...public furore over the introduction of BA’s ethic tailfins, the multi-coloured motifs which downplayed the ‘British’ aspect of the organisation, and prompted the famous incident when Margaret Thatcher dropped her hankie over a model plane to express her distaste that the Union Jack had been removed from the airline’s livery.

British Airways was birthed from a merger between British Overseas Airways Corporation (BOAC) and British European Airways (BEA) in 1974. As the new nationalised airline carrier, British Airways (BA) was government owned where a product orientation rather than customer focus was prevalent. This era was thus characterised by a lack of strategic focus, ineffective management, government inertia, demoralised staff, and rising debt. Further, former Royal Air Force officers made up the majority of pilots who were more used to carrying cargo and bombs than people, and thus had a ‘myopic mindset’ towards passengers. Although British Airways had high operational and maintenance standards and flight-deck personnel adhered to exacting safety standards, the overall indifference to customers earned BA the unenviable reputation of being ‘Bloody Awful’ (Balmer, Stuart & Greyser 2009).

In 1981, British Prime Minister Margaret Thatcher appointed a new chairman to BA, Sir John King. Thatcher charged King with the mandate to turn BA into a profitable company and to prepare BA for privatisation. Given the organisation had an overdraft of almost £1bn this was no easy fix. Significant restructuring followed with downsizing of routes, capacity, non-core activities and a wave of staff redundancies. Simultaneously, given the widespread disillusionment and demotivation amongst staff, BA instigated a communications program focused on employees to improve employee morale, and a broader message to stakeholders including the public to ‘feel good about BA’ (Balmer, Stuart & Greyser 2009).

Grooming the airline for privatisation, King realised that the airline’s negative associations needed to be replaced with more positive associations. To this end a renowned marketer, Colin Marshall, was hired. Marshall focused on leveraging the talent of the very professional and highly skilled BA employees towards a more customer focused organisation. A comprehensive training program ‘Putting People First’ was initiated to create the foundation for superior customer service. A major initiative in changing the perception of BA was the creation and adoption of brand motifs depicting heraldry, identifying BA as unmistakably British. These contemporary but assured designs supported other elements of the branding
strategy inculcated during Marshall’s staff training programs. These initiatives were further supported by creative advertising campaigns from Saatchi & Saatchi advertising agency. Essentially the graphics, training and advertising were designed to portray ‘a traditional Britishness equated with calmness, efficiency, and politeness’ (Balmer, Stuart & Greyser 2009, p. 13).

Following privatisation in 1987, Marshall and King concurred that British Airways future was predicated on its efficacy in communicating its brand values to a global audience. Ongoing success was largely supported by the inculcation of a coherent brand strategy that differentiated the airline through consistent delivery of facilities, service, and quality with a focus on providing customers with a distinctive high quality style. This allowed BA to charge premium prices in a highly competitive industry. Their brand positioning was supported by ongoing creative advertising and the branding tagline ‘the World’s favourite airline’. BA leveraged on its escalating success through innovation, exceptional safety standards and substantively improved customer service. The enhanced positive reputation was essentially underpinned by brand associations of a professional but friendly style of traditional Britishness (Balmer, Stuart & Greyser 2009).

By the time Robert Ayling took over the reins as CEO of British Airways in 1996, 60 percent of British Airways customers were non-British. The new CEO concluded that this fact required BA to downplay its British heritage and portray a more global image. In addition to a review of BA’s mission, values, and corporate goals, Ayling’s primary focus was to reorientate BA’s global image through changing the British orientated livery. Code-named ‘Utopia’, the airline fleet was repainted with the tailfin of every plane adorned with one of fifty national symbols derived from all corners of the globe (Balmer, Stuart & Greyser 2009).

The rebranding strategy reportedly cost £60m, with the most visible element consisting of BA dropping its long-standing Union Jack tailfin brand livery to adopt the global ‘ethnic designs’ on its tailfins in an attempt to disassociate the organisation from its ‘Britishness’ (Melewar & Walker 2003). These new ethnic designed fins hosted a range of internationally inspired designs from Chinese calligraphy to Maori tattoos that were calculated to appeal to its customer base with comprised of approximately 60% non-English customers (Kaikati 2003).

Rather than receiving the global accolade it expected, the rebranding was met with widespread outrage and confusion among BA’s passengers globally with sales falling
dramatically (Melewar & Walker 2003). In Britain, the diminishment of BA’s British image, created unexpected animosity from the media, British Members of Parliament, the general public and incredulity from BA staff members. In particular British travellers, comprising 40 percent of BA’s customer base felt alienated and many British citizens believed that the changed livery was an affront to national pride. In an infamous incident during the Conservative Party conference in 1997, the prime minister, Margaret Thatcher displayed her dismay by draping a handkerchief over a tail fin of a model British Airways plane displaying the ethnic design tailfin (Melewar & Walker 2003). Rubbing salt into a bleeding wound, the head of Virgin Atlantic, Sir Richard Branson declared that Virgin airlines livery would proudly display the British flag and Virgin had become ‘Britain’s flag carrier’. The BA’s ‘World Images’ designs and associated communications initiatives were therefore a spectacular failure (Balmer, Stuart & Greyser 2009). This failure may indicate that rebranding has a high degree of difficulty and risk due to the inherent possibility of confusing consumers (Todor 2014). Additionally, an overreliance on communicated identity (such as Project Utopia) may disguise reality creating corporate self-deception (Balmer 2008).

Following the appointment of Australian CEO, Rod Eddington in 2000, the ‘world images’ program was scrapped and every new or replaced BA plane was repainted with a waved red white and blue graphic design based on the British Union Flag originally chosen for Concorde livery. The reaffirmation of British Airways British heritage created a focused image portraying commitment to quality and global status that its employees, stakeholders and general public rallied around (Balmer, Stuart & Greyser 2009; Kaikati & Kaikati 2003).

A similar rebranding strategy disaster occurred when Swissair group attempted to hide the ‘Swiss’ origins of their brand by renaming Swissair to SAir group. Negative consumer reactions caused the airline to swiftly revert to their original name (Kaikati & Kaikati 2003).
Figure A5.4: British PM, Margaret Thatcher covers a BA model with new ‘ethnic’ design tail fin at a conservative party conference in 1997.

Source: (Massey 2011)