The perceived role of employees in rebranding and advocating the National Lotteries Commission (NLC)

by

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ABSTRACT

This qualitative study explores the perceived role that employees at the National Lotteries Commission (NLC) played before, during and after the rebranding process which was commissioned by the NLC board. The study also explores how employees acted as brand ambassadors or champions in advocating the NLC post the rebranding phase. Data was collected using semi-structured in-depth interviews with a sample of six NLC employees based at the organisation's head office in Pretoria. Thematic analysis and coding were used to analyse the collected data.

The key findings of the study indicate that employees at NLC perceive their role during the rebranding phase to be crucial and fundamental to the building and growth of the total brand and that management should not ignore their views and side-line their participation. While some level of engagement was done, the study also revealed that management at NLC could have done more to engage and involve the employees in the entire rebranding process. It was revealed that employees take pride in the NLC brand and are willing to play the role of brand ambassadors who will voluntarily advocate the brand and relay positive messages about the organisation and its services to all the stakeholders especially external ones. The findings provide insight into employees' perceptions regarding the rebranding process and add to an already existing body of knowledge on similar studies, specifically in terms of organisations that operate within the regulatory and funding sector.

With the NLC being the sole regulator of the National Lottery in the country, it became a limitation to the development and growth of the brand as there was no room to benchmark against other similar organisation. It is recommended that similar studies be conducted looking at other international organisations that are state owned that operate within both the lottery regulation and funding sector that have underwent similar or related rebranding processes.

Key words:

Brand, Branding, Brand Building, Stakeholders, Engagement, Brand Advocacy,

DECLARATION

I hereby declare that the dissertation submitted for the Master of Arts in Creative Brand Leadership degree to The Independent Institute of Education is my own work and has not previously been submitted to another university or higher education institution for a degree.

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CHAPTER 1 INTRODUCTION

1.1. Introduction

The concepts of a brand and branding play a central role in the study of the process of sense-making and the attribution of meaning in the minds of consumers and employees regarding a specific organisation. Defining and deconstructing the meaning of these concepts require a multi-tiered approach so that they could be understood from different perspectives as is evident in the following explanations and definitions. According to Islam, Yousuf and Ghosh (2014), when a name is associated with one or more items in the product range and is used as an identifier of the origin of the features of such product line, that is called brand. However, Aaker (2014) explains that the concept of brand goes beyond just a name or a logo and includes strategies an organisation uses to deliver the brand meaning and promise, including emotional, expressive, and social gains. Landa (2004:16) adds more dimensions to the concept of a brand by explaining that it implies “the sum of all characteristics of the product, service, or group, including its physical features, its emotional assets and its cultural and emotional association”. Maurya and Mishra (2012) refer to the ubiquity of brands in asserting that they are forever present in consumers’ everyday life whether economic, social, or cultural, and even reaching religious beliefs. An important notion is highlighted by Klopper and North (2011), who describe a brand as a social construct, meaning that no brand exists and grows in isolation and hence, brands are built by communities through their daily engagement and interaction.

From an organisational perspective, Islam *et al*. (2014), state that brands fulfil a key strategic purpose in ensuring that a business prevails as it enhances customers’ appetite for taking chances in purchasing the products, especially when convinced that the brand is from a worthy and trusted firm. However, for brands to grow big and strong, investments of time and efforts need to be made (Kapferer, 2008). Specifically, organisations spend billions of rand annually on marketing-related activities such as advertising, branding, and rebranding that are aimed at building and enhancing the company or product image in the eyes and minds of its external stakeholders. With the above statements in mind, brand change or rebranding is explored.

Anisimova (2013) highlights that originally, corporate rebranding emanates from stakeholder theory to enable it to align to the expectations of the stakeholder in the organisation. As time progressed, it became evident that rebranding at the corporate level affect the entire organisation and should be driven from the organisational strategy as well as its culture (Lee, 2013; Muzellec and Lambkin, 2006; Stuart, 2018). According to Kapferer (2008), brand change or rebranding is a process of organisational transition from a popular, plain, and manageable situation to a wholly new and confusing one where all references are changed, as is the case with the product itself. According to Muzellec, Doogan and Lambkin (2003), rebranding can also be referred to as the act by an organisation to come up with new changes such as new name which is inclusive of all the space that the brand occupies in the mind of stakeholders and consumers which set it apart from the rival brands. Rebranding implies replacing a current name of an organisation with the new one, rethinking and adopting new colours, logo and other aesthetics as well as placing new brand image and position in the mind of stakeholders and consumers (Muzellec *et al.,* 2003). Rebranding can also take place at the corporate level which entails new name and changing a completely new identity for the organisation driven by strategic need (Muzellec *et al.*, 2003).

Lombkin (2006) refers to rebranding as the way of companies or organisations creating new and different name including symbols and designs. This also include the integration of all these elements to produce and embed a different brand stand, position and/or personality in the minds of the audience including competitors (Lombkin, 2006). Compared to branding strategy, rebranding is even more complex and challenging to realise for the marketing teams due to the magnitude of risks that the process presents as consumers might find confusing (Tudor, 2014). One of the risks that comes with rebranding process is that when changing a name, image or position of the organisation, consumers or external stakeholders might find the new challenging to accept and identify with (Tudor, 2014).

Brand change must be driven from inside out starting with internal stakeholders. When dealing with external stakeholders or the role of stakeholders during the rebranding process as the customers of brand, Yakimov and Beverland (1986) explain that there is need for those conducting different studies on the same topics of brand, branding, and rebranding to also consider internal stakeholders such as employees during the corporate rebranding process. According to Klopper and North (2011), organisations need to refocus and renegotiate their strategies, especially internally, to leverage the organisation’s advertising and marketing campaigns because at any touchpoint in an organisation, the most important brand stakeholders who interact and ensure that what the brand promises is enjoyed by the customers remain the employees.

Concurring with this statement, Simi (2014) states that those employees who are at the forefront of the service delivery chain need to exhibit the brand values and brand promise to ensure that what the brand promises externally is matched internally with service offering, and hence their involvement and participation cannot be ignored. Furthermore, in terms of the importance of employees during branding and rebranding phase of an organisation, De Chernatony and Riley (1999, cited in Papasolomou & Vrontis 2006) highlight that whether a brand or rebranding process is successful or not relies on the relations that employees enjoy with customers which lead to mutual respect for organisational and emotional values. Consequently, through the internalisation of the brand, employees are in a favourable position to achieve brand promises derived from the brand, including those that are expected by the clients (Aaker, 2014). The money spent by organisations on building awareness campaigns aimed at positioning brands among the external stakeholders should also be complemented by investment internally. Though often successful, the results of these campaigns could grow exponentially if internal stakeholders are as engaged as the external stakeholders pre, during and post- the process (Xaba, 2015).

Though very crucial, employees alone cannot make or build a strong brand without the deliberate attempt and effort by the top management to involve them. Aaker (2014) believes that, for a rebranding process to be successful, top executives and senior marketing practitioners should take the lead in managing the brand in line with strategic brand imperatives. In addition, he argues that in cases where the service or product brand is like the corporate brand, which is popular in Business to Business (B2B) or service orientated organisations, the Chief Executive Officer, or top executives, including the board members, where applicable, assume the leading role in living the brand as it cannot be separated from the culture and values of the organisation (Aaker, 2014).

Involvement of employees by the management in the process of rebranding should go beyond the rebranding phase. Management should also strive to convert employees and consumers into brand advocates who will voluntarily and in a positive way, share the good of the organisation with the outside world post the rebranding phase. According to Cant, Machado and Seaborne (2014), brand advocates are customers who are very loyal to the brand and have stuck with the brand over a long period. Lowenstein (2011) explains brand advocacy as customers who choose one supplier or product or organisation over many other competing brands and they apportion the chosen brand high value even to the point of sharing with others the positives and the benefits they enjoy from association with the product, organisation, or brand. Referring to brand advocacy in an online environment, Wilk, Soutar and Harrigan (2019: 419) explain that Online Brand Advocacy (OBA) is "strong, influential, purposeful, and non-incentivised, online representation of a brand and that brand's best interest by a brand-experienced customer (either past or current), which includes 'standing up for' and speaking on behalf of the brand".

In this study, the concepts of brand, rebranding, internal branding, and the role of employees during the rebranding and brand advocacy will be explored in seeking to understand what employees at NLC think should have been their role during the recently completed rebranding campaign. The contextualisation, rationale and problem statement, research goal, questions and objectives will be delineated in this chapter. Additionally, the methodology, proposed chapter outline, and ethical considerations will be presented. The next discussion will look at the context and the rationale of the study.

1.2. Context and rationale of the study

According to Goi and Goi (2011), the reasons why organisations decide to rebrand are as much as the ways and means to rebrand and these reasons could be either positive or negative. Goi and Goi (2011), add that the reasons why companies or organisations rebrand are many and that whatever these reasons are, they should be made on the base that the organisation has evolved or changed. Rosenthal (2003, cited in Xaba, 2015) has listed these reasons as: 1) brand repositioning; 2) influencing how audience perceive the brand; 3) entering untapped and new markets; and/or, 4) reinvigorating the brand image. Brand symbol and brand function are both fundamental elements that organisations employ when altering and shaping the perception that consumer have on a particular brand. Keller (2003) argues that it is the responsibility of the organisations that are building brands to make certain that stakeholders relate and identify with the brand while building brand association. He further mentions that organisations should position the brand favourably in the minds of clients by aligning physical and non-physical brand attributes with a particular property (Keller, 2003). Klopper and North (2011) point out that brand building entails a deliberate act of creating a specific position that captures the mind and emotions of the targeted market. When building a functional corporate and service brand, every stakeholder, both internal and external, should be considered (Klopper & North, 2011). Punjaisri and Wilson (2017) indicate that when organisations seek to provide service of high standard that is aligned to brand promise, they should treat as important the role that internal stakeholder plays in the process.

Like any active organisation, the National Lotteries Commission (NLC) has evolved over the years and the reason for its rebranding is in alignment with process and reasons as highlighted by Rosenthal (2003). According to the National Lotteries Commission (2015), the board and the executive at NLC began the process of rebranding or brand repositioning including the incorporation of what was then the National Lotteries Board (NLB) and National Lotteries Distribution Trust Fund (NLDTF) into what is now the National Lotteries Commission. According to National Lotteries Commission (2015), NLB was the corporate brand name and the NLDTF the trust account that was managed by NLB. Every organisation funded was expected to display NLDTF signage for publicity purposes, and consequently, the trust name had become much stronger and threatened to annihilate the corporate brand National Lotteries Commission (2015). A rebranding campaign was commissioned to firstly pro-actively manage the confusion caused by keeping two brands and secondly, to revitalise the brand image and lastly, to reposition the organisation in the market. Consequently, and as anticipated, employees who had been with the organisation for much longer and who had grown emotionally attached to the NLB brand displayed some resistance to the name and brand change and this negatively affected how they related to the new brand. The rebranding process did not resonate well with the staff in how it was introduced and carried out as most staff members, both old and new, felt that they were not involved or considered in the process. The entire process of change also brought with it the introduction of a new culture of service delivery based on newly adopted organisational values and strategic intention.

No study or literature was found that addresses the role that internal stakeholder such as employees plays when organisation is in the process of building and growing their brands within the Lottery Regulation and Funding sector. Delegations from around the African continent visit the NLC office each year to use the operations of the National Lottery and Regulations as a benchmark. To address the literature gap that currently exist, the findings from this study will aid and add to the body of knowledge and literature on this space.

1.3. Problem statement

After heavy investment in the rebranding of NLB to NLC in 2015, the leadership of NLC felt that much still needed to be done to get the internal stakeholders (employees) behind the new brand and fully support the brand repositioning efforts as outlined in the organisational strategy. The role played by employees before, during and after the rebranding campaign was brought in the spotlight. The leadership was further faced with a challenge of converting the staff members into proud brand representatives, especially those staff members who had been with the organisation for longer than six years and had grown emotionally attached to the NLB brand. The purpose for this study is to explore the role that employees at NLC believe they should have been allowed to play during the rebranding process and how leadership at NLC could convert the same employees into ambassadors that would advocate for the growth of the brand amongst the stakeholders.

The research problem is that the leadership of NLC were uninformed of how the rebranding and brand repositioning process were accepted and implemented by employees as brand ambassadors.

Considering this background and research problem, the following main research questions will be used during the data collection stage.

1.4. Primary research questions

According to Alvesson and Sandberg (2013), a research question forms a base and direction from which researchers conduct their investigation and gain insight as they offer a wider inspiration and motivation for the study and could be either practical or in theory. A research question that is clearly outlined and easy to understand is important in any research as it helps with the construction of clear research purpose and objectives that are aligned (Martindale & Taylor, 2014). Secondly and according to Creswell (2014), the importance of a clearly defined research question streamlines the research aim and objectives into precise focus that the study should give attention to. Based on the previously stated academic theoretical requirements and the research problem stated, the following research questions were crafted:

- How did NLC employees perceive their role in building the organisational brand during the rebranding phase?

- What factors do employees of NLC perceive to be important in building the organisation’s brand image among stakeholders?
- How do employees at NLC advocate the organisational brand to external stakeholders?

1.5. Research aim

According to Doody and Bailey (2016), in research, it is important for the researcher to understand that the research questions, objectives and aims are interlinked. Doody and Bailey highlight that researchers that seeks to ascertain the aim of the study must decide on the general and future long-term aim including the purpose of the study.

The aim of the study is to explore the perceived role of employees at National Lotteries Commission in rebranding and advocating the corporate brand.

1.6. Research objectives

A well-defined research aim give rise to a well-defined research objective. Compared to the research aim, objectives are more precise and guide the development of the research questions. (Parahoo, 2014). There are two types of research objectives with the first being primary objectives and secondary objectives. According to Doody and Bailey (2016), primary objectives are the ones that the research should aim to achieved whereas secondary objectives, according to Newell & Burnard (2011). are incidental in nature. For this study, only primary objectives will be addresses and are listed as follows:

- To gain a deeper understanding of how employees at NLC perceive their role in building the organisational brand during the rebranding phase.
- To identify factors that employees at NLC perceive to be important in building the organisational brand among stakeholders.
- To determine employees’ willingness to advocate the NLC brand among the external stakeholders of the NLC.

1.7. Significance of the study

This study will offer an understanding of the NLC rebranding process. For the NLC to build a strong brand, employees must be workshopped and empowered with necessary and relevant brand knowledge so that their response to marketing activities and programs employed is positive. The study will also contribute to both the NLC's and academic discussions and providing an understanding of how to conduct similar studies. Though studies on rebranding, brand positioning and the role of employees during the process have been conducted and vast literature exists, few studies focus on non-profit organisations such as NLC that not only regulate national lotteries but also use the proceeds from lottery to fund NGOs, NPOs, Foundations and Community Benefits Trusts. For this reason, this study will contribute to the body of knowledge on how employees in the industry experience a rebranding process. The next section will look at the research paradigm that the study is embedded in.

1.8. Research paradigm

According to Mittwede (2012), there are four major research paradigms, and consist of positivism, post positivism, critical theory, and constructivism. For this study, only interpretivism will be explored. A paradigm is a belief system that consists of the following philosophical underpinnings and pillars; namely, ontology, epistemology, axiology, metatheory, and methodology (Alharahsheh & Pius, 2020; Rehman & Alharthi, 2016). Paradigms are based on assumptions and notions that researchers have in common and their understanding is fundamental in ensuring design and methodological coherence (Bunniss & Kelly, 2010; Ryan, 2018). Researchers need to comprehend the ontological and epistemological assumptions of the respective paradigms and the way in which these assumptions may influence the researcher's choice of methodology and methods (Alharahsheh & Pius, 2020). Since these paradigms differ in the conceptualisation of research designs, how they add value to the knowledge development of the field being researched is also different (Alharahsheh & Pius, 2020; Bunniss & Kelly 2010). This study is embedded in interpretivism.

According to Kivunja and Kuyini (2017), interpretivism strives to gain deeper understanding into the mind of the subject that is being studied with the aim to interpret what the person being studied is thinking of and the meaning he/she associates with the context. With this approach, an understanding of the person or object under study or observation is gained instead of focusing on the feelings and the views of the observer or researcher (Kivunja & Kuyini, 2017). Aregu (2014) explains that this approach advocates that reality is a human construct that can only be understood subjectively.

1.8.1. Epistemology

In defining epistemology, du Plooy-Cilliers (2014) refers to the original Greek word for knowledge, 'episteme' which is the study of knowing and understanding focusing on reality and how reality is known. Epistemology is thus the philosophical study focused on the nature, origin, and validation of knowledge, what is right and acceptable and the perceptions that the researcher has of his or her world (Alharahsheh & Pius, 2020; Ulrich, 2001). Epistemology investigates the knowledge system based on three fundamental questions: how societies comprehend and define elements of reality, how they get this knowledge and how they know that the insight is authentic (Kroeze, 2011).

The methodology used in an interpretivist study aims to provide rich data to allow detailed descriptions of the context within which participants experience aspects of the phenomenon explored (Bertram & Christiansen, 2014; du Plooy-Cilliers, 2014). In this way, this study considers participants as important sources of understanding their subjective experiences and life worlds. For this study, semi-structured in-depth interviews are adopted as the most relevant and preferred method as this method affords the study and an opportunity for the researcher and the participants to cover and hold discussion. According to Bertram and Christiansen (2014) and Heron (1996), this data collection method allows for more care to be placed on interaction and engagement rather than non-personal interaction.

1.8.2. Axiology

Axiology includes philosophical assumptions and assertions in the understanding of values and addresses questions about what ought to be done in the study (Tomar, 2014:52). McGregor (2011) asserts that when people ignore values or conflict brought about by different values are left unresolved, they become vulnerable to the risk of making bad and ill-informed choices. Killam (2013) explains that axiology deals with the essence of ethical behaviour and philosophically, it deals with ethics, aesthetics, and religion. Furthermore, in research, axiology is also about what the researcher perceives to be both ethical and valuable and these considerations aid the researcher in decision making (Killam, 2013). These considerations refer to what value the researcher will attribute to aspects of a study such as ethical issues considered regarding the participants, the data gathered and analysed and the reporting of findings (Kivunja & Kuyini, 2017:27).

For this study, such ethical issues relate to the protection of the identity of the respondents and the opportunity to opt out of the study anytime during the research process should they feel unsafe and compromised. It also relates to ethical reporting of data and a self-reflexive awareness of personal bias during the research process.

1.8.3. Ontology

The focus of ontology is in discovering answers to questions regarding reality posed during the study (Alharahsheh & Pius, 2020). According to Smith (2012), ontology is the art of figuring out what is, the types and structures of the entity, elements, situations, relationships, and processes in all the aspects of reality. Ontology explores how different societies have viewed reality in different periods (Kroeze, 2011). It aims to give a conclusive and final categorisation of structures in all the aspects of being and to provide answers to those questions that makes the ultimate truth (Smith, 2012). Gruber (2018) highlights that ontology has long been part of philosophy and is regarded as the essence of being and is sometimes confused with epistemology, which is mainly focused on knowledge and knowing. Gruber (2018) presents two types of ontology namely, informal, and formal ontology. Informal ontology is referred to as a cluster of units that have either been explained or undefined just by a sentence in a natural language whereas formal ontology is distinguished by its classification of names or concepts and relation types that is arranged in a partial ordering by types.

Bertram and Christiansen (2014) highlight that the experience of each participant will vary from individual to an individual and qualitative approach will allow for data on each participant's reality and experiences to be collected and this too will vary greatly based on the approach adopted (Bell, Bryman & Harley, 2018). Lastly, various beliefs within interpretivism and positivism provide an example of how assumptions of ontology as well as epistemology usually induce on-going methodological debates and arguments (Bunniss & Kelly, 2010).

Ontologically, in this study, both the subjective and internal engagement that the participants had enjoyed and/or experienced with both NLB and NLC brands after the rebranding campaign was commissioned by the board will be considered as valuable sources of information.

1.9. Research approach

Research approach includes but are not limited to the methods that researcher will employ to collection, analysis and interpretation of data and it is mainly grounded on the type of the research problem that the study seeks to solve (Chetty, 2016; Vijay & Ram, 2015). Vijay and Ram (2015) indicate that research approach consists of following three basic parts, philosophical world view, research design and methods of research and when a researcher selects an approach, he/she must ensure that research design and research methods are aligned. Babbie and Mouton (2013) indicate that there are three research approaches, namely quantitative, qualitative, and mixed research approaches. Furthermore, qualitative research involves studies of both people and/or systems through interaction and observation of the participants in their normal and natural environment (Creswell & Clark, 2017). Apuke (2017) describes quantitative approach as a method that focuses on rating and assessing variables to reach the intended results in the study and involves the collection and analysis of the data in numerical form by means of statistical method. Quantitative research produces information or data in a number format and can be converted into numbers with an aim to computerise collected data by using some form of statistical analysis (Sekaran & Bougie, 2016).

Research that is quantitative in nature commences with the gathering of data and figures through observations, or questionnaires. The objective is to generalise population based on the results of a representative sample of that population. Malhotra, Birks, and Wills (2012) indicate that quantitative research emphasises the use of structured questionnaires. A quantitative research study is conducted by utilising a structured approach with a sample that is representative of the population to yield insights that can be quantified and converted into behaviour, motivations, and attitudes (Wilson, 2012). To the contrary, qualitative research involves unstructured data collection which provides results that are subjectively interpreted. According to Clow and James (2013), a mixed research approach is referred to as research approach that combines or mix both qualitative and qualitative methods in a study.

A qualitative approach, on the other hand, is referred to as a way of conducting qualitative research. This approach clearly describes the reasons and rationale of conducting qualitative research, what role will the researcher be fulfilling as well as research steps and the methodology applied when analysing collected data (Myers & Sweeney, 2008). As an appropriate approach to scientific studies, qualitative research investigates the conducts and experiences of humans in their personal and social context and thus affords the researchers an opportunity to understand the participants' emotions and experiences (Gelling, 2015). To understand the beliefs, experience, attitude, behaviour and interactions, researchers use the qualitative approach (Pathak, Jena & Kalra, 2013). According to Antwi and Hamza (2015), when researchers seek to understand what is invisible and to identify a new hypothesis and or theory, qualitative research becomes the most appropriate approach, and is appropriate when not much data is available on the researched topic or phenomenon. A qualitative methodology was chosen for this study because according to Guba and Lincoln (1989:40), "qualitative methods are more sensitive to and adaptable to the many mutually shaping influences and value patterns that may be encountered". Furthermore, this approach was adopted because it will enable the researcher to gain an understanding of underlying reasons, opinions, and motivations of NLC employees during the rebranding process.

1.10. Research methodology

According to Mukul and Deepa (2011), the techniques or methods that the researcher employs or adopt when conducting the research is known as research methods. Research methodology on the hand is referred as a systematic way in which the researcher uses or apply in a process of solving a research problem. It is in a research methodology where the rationale behind the choice of the technique applied in research as well as reasons for not choosing a particular technique is explained (Mukul & Deepa, 2011). Novikov and Novikov (2013) highlight that research methodology is generally concerned with all the applications and principles applied by the researcher when arranging and organising all activities in the research study.

1.10.1. Research design

There are three main types of research designs, and these are: descriptive, exploratory, and causal (Sreejesh, Mohapatra & Anusree, 2014). A descriptive research design is concerned with describing the features of a given population. This research design is useful for making simple management decisions (Burns & Burns, 2008). An exploratory research design is usually implemented when the studied subjects are new or vague, and therefore it is imperative to explore the area before establishing the theories and concepts (Babin & Zikmund, 2016). This means that the researcher will formulate a proposition to investigate or explore and then later explain as the events or study unfolds. Clow and James (2013) elaborate that with causal research, the purpose is to determine whether one variable causes a certain effect in another variable or not. The objective of causal research is to identify the cause-and-effect relationships between independent variables and the dependent variable.

Since the study is qualitative in nature, the researcher employs an exploratory design as the most suitable method. The study seeks to explore the role that employees at NLC thinks they should have been allowed to play during the process of rebranding.

1.10.2. Sampling

Etikan, Musa and Alkassim (2016) define sample as the section or group of a population and/or universe and is not just restricted to people but extend to things and/or cases that are selected as the subject of the study. According to Pascoe (2014), sampling focuses on the portion of the population that the researcher has identified and chosen to become part of the study and this sample should generally be inclusive of the whole study population. Sampling is therefore a process of choosing units or individuals from a population of interest to produce the results from the population from which they were chosen (Collins, 2010). Purposive sampling involves a non-probability sampling which is based on characteristics of a population and the objective of the study (Etikan & Bala, 2017).

1.10.3. Data collection method

Data for the study shall be collected through semi-structured in-depth interviews. Showkat and Parveen (2017) indicate that in-depth interview, also referred to as one-on-one interviews, may take a much longer time and usually involve a personal interview that a researcher uses to collect pre-determined data or achieve a particular goal and is mostly used to generate rich data or deeper knowledge of the subject, person and/or concept. Those who participate in this type of interviews are edged to engage with the topic and talk freely and in details about the topic being studied (Showkat & Parveen, 2017).

1.10.4. Method of data analysis

The method of analysis in this study will be thematic analysis. According to Braun and Clarke (2006), the process of thematic analysis involves the collection of data, coding of the collected data to look for patterns and sorting such data into categories of themes and sub-themes. According to Guest, MacQueen and Namev (2011), thematic analysis is the most popular method when researchers analyse qualitative data. It helps in analysing difficult themes that are found when dealing with data that is presented in a text format. When employing thematic analysis, researchers need to be more involved, as is the case with grounded theory. Thematic analysis goes further than just counting words, numbers, and phrases and involves the process of identifying and explaining clear and unclear data (Guest *et al*., 2011). Terry, Hayfield, Clarke and Braun (2017) highlight that since thematic analysis is flexible and adaptable, researchers prefer it when analysing different types of data, as it is effective when analysing data collected through personal and direct interviews as well as focus groups.

1.10.5. Data interpretation

According to Munch (2007), data interpretation assists researchers in arriving at a finding based on the data that has been collected and aids the process of making decisions in the study. Furthermore, data interpretation helps to add and improve the process, product as well as quality models. Ruckenstein (2014) explains data interpretation as the process or practice of attaching meaning to the collected data in a study and is based on the obvious understanding that data on its own is useless and must be interpreted to have meaning and value. Additionally, data interpretation should be complete, fair, accurate value-adding and credible.

1.11. Ethical considerations

When conducting research, the researchers always encounter challenges with ethical aspects throughout the entire research process and may vary from designing to reporting phase including anonymity, confidentiality, informed consent, researchers' potential impact on the participants and vice versa (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014). Ethics in research are norms or standards of behaviour that guide choices about researchers' behaviour and relationships with other parties involved in their research (Cooper & Schindler, 2006). The researcher must not do anything that will cause any negative effect on the respondents or deceive them in any way. Respondents should feel comfortable and be willing to provide the required information voluntarily. Respondents also have a right to privacy and according to Tustin, Ligthelm, Martins and Van Wyk (2005) researchers' responsibilities include ensuring that participants don't feel forced, deceived, or harbour any negative feeling or doubts about their participation in the study. Researchers should always ensure that participants are informed about the reason for conducting the study as well as the scope of the research. According to Sanjari *et al.* (2014), informed consent is one of the most important ethical considerations in different studies and researchers conducting qualitative study should outline to the respondents in advance the type of data that is to be gathered as well as the purpose for gathering such a data and this must be done in a language that the respondents could understand. Researchers must ensure that data collected from participants during the interview session is protected and handled in strict confidence.

1.12. Trustworthiness

Polit and Beck (2014) explain trustworthiness as the extent of assurance that researcher has in the data, interpretation as well as the techniques deployed to guarantee that the study is of high quality. Liamputtong (2013) indicates that to assess the authenticity, credibility and the strength of the study, qualitative and quantitative studies both have certain requirements they assess against and with qualitative study, that criteria is referred to as "trustworthiness". Liamputtong (2013:19) defines trustworthiness as "quality and/or goodness of enquiry in a study". Furthermore, Houser (2016) defines trustworthy study as "a study in which the researchers have arrived at the right and appropriate findings about the nature and meaning of event or situation". Guba and Lincoln (1985) have identified the following criterion or dimensions of trustworthiness as discussed:

Mauk and Metz (2015) describe credibility as the findings that people can accept and believe as being true and is anchored in the response to the question "can the findings of this study be accepted as being truthful?' According to Bryman (2016) and Patton (2014), credibility deals with the question of whether the results of the study being carried can be believed.

Transferability on the other hand describe whether the studies can share and benefit from the findings of each. If the findings from one study can be applied to the next study with similar situation (Mauk & Metz, 2015). Transferability or applicability seeks to understand the degree to which the findings of one study can be generalised to fit the other groups or context (Mauk & Metz, 2015).

The third dimension of trustworthiness is dependability. According to Bryman (2016), dependability describes a situation where the research findings match with the collected data and whether the current research findings are usable in other studies in future. Its main obsession is on whether the findings of the study are consistent or aligned to the results (Raines

2011) and is derived from the data auditing to determine the traceability as well as the logic and identifiable.

The last dimension speaks to the confirmability of the data. According to Bryman (2016), this refers to whether the findings are independent and free from the researcher's values. It is concerned with proving that findings and its interpretation have not been derived or influenced by the imagination of the researcher (Bryman, 2016).

1.13. Conclusion

Chapter One gave an overview of the study and established that various studies have been undertaken on rebranding and how employees perceive brands in profit organisations. What differentiates this study is that it looks at the perceived role of employees in rebranding in a state-owned entity and non-profit organisation. This study will address the core question of how the NLC leadership can convert the staff members into proud brand representatives, especially those staff members who have been with the organisation for longer than six years and have grown emotionally attached to the NLB brand. The researcher anticipates the findings to illustrate how the leadership of NLC can involve the employees during the rebranding process. Additionally, the researcher anticipates determining how the employees at NLC perceive their role in building the organisational brand during the rebranding process.

One of the principal contributions of this study will be to create an understanding of how NLC can build a strong brand, by making sure the right knowledge of the brand exists in the minds of the employees so that they can respond positively to marketing activities and programs of the organisation. This will add to existing knowledge on how the NLCs marketing managers and executives can be assisted in understanding as well as evaluating the brand. Furthermore, it may possibly provide data which could be used by NLCs should they need to carry out a similar campaign in the future.

1.14. Outline of the Study

Chapter One gave an overview of the study. The concepts of brand, rebranding, internal branding as well as brand advocacy by employees were presented as the first step towards understanding the role played by the employees at the National Lotteries Commission (NLC) in building and promoting the organisational brand. The contextualisation, rationale and problem statement were also part of this chapter. Lastly, the research goal, questions and objectives were delineated. Additionally, the methodology, proposed chapter outline, and ethical considerations were presented.

Chapter Two will present existing literature on corporate or organisational rebranding and how stakeholders should be involved. The chapter starts by defining different marketing concepts such as brand, branding, rebranding, and internal branding. Secondly, existing literature is presented with a particular focus on the role of employees in an organisation before, during and after the rebranding phase. Lastly this chapter, will also include published literature on how organisations can convert employees into ambassadors of the brand.

Chapter Three will present the research design and methodology employed in this study. The rationale behind the choice of research design will also be discussed in detail. The target population and the sample will be described. The chapter will conclude with data collection, analysis, and interpretation methods as well as the reasons behind the choice of the methods selected.

Chapter Four provides definitions and descriptions of how data was collected and prepared for coding purposes. The chapter includes with descriptions of data analysis and interpretation in line with the themes that emerged from the codes that were identified in the transcribed data.

In Chapter Five the findings of the study will be discussed in line with the research questions. The last chapter,

Chapter 6 will conclude the study and address the research findings, limitations, and recommendations for future research.

CHAPTER 2 LITERATURE REVIEW

2.1. Introduction

Any company can deliver outstanding customer service, even convenience stores where low pay and high turnover supposedly make service a problem; however, the secret lies in generating a bond between employees and the brand (Kaputa, 2012). This statement captures the essence of what this study is all about, that is, employees and the brand building within an organisation. Organisations spend billions of rand annually on marketing related activities such as advertising, branding, and rebranding that is aimed at building and enhancing the company or product image in the eyes and minds of the external stakeholders (De Vries, Gensler and Leeflang, 2017). Furthermore, De Vries *at al.* (2017) reveal that when it comes to old and traditional way of advertising in the US, businesses spend around $130 billion in media such as broadcast (radio and television), print as well as out-of-home platforms to promote and sell their brands.

This section explores existing literature on corporate and organisational rebranding and how stakeholders may be involved or participate. Specifically, different marketing concepts such as brand, branding, rebranding, and internal branding are explored to aid the study. Additionally, literature is reviewed with a particular focus on the role of employees in an organisation before, during and after the rebranding phase. The review also includes literature on the role of employees as ambassadors of a brand when engaging with external stakeholders.

2.2. Concept development

In this section, the focus will be on reviewing existing literature on the concepts of a brand, branding, internal branding as well as rebranding. The discussion covers concepts such as brand equity, brand perception, and brand advocacy.

2.2.1. Brand

The concept of brand has progressed or matured over time as it moved from just a symbol, multiple symbols or signs, or a name assigned to give identity to the organisation, products, or services to an instrument that adds value to the organisation or company (le Roux & Mdunge, 2012). Unlike before, brands have grown and developed beyond just consumption by consumers and big profit for companies, as they are increasingly becoming concerned with adding value in an organisation and customer satisfaction (Twiddy, 2017). Aaker (2014) highlights that the concept of brand goes beyond just a name or a logo and includes strategies an organisation uses to deliver the brand meaning and promise, including emotional, expressive, and social gains.

Clemente (2002:50) defines brand as “a mixture of elements such as words, designs or symbols that organisations use to set the identity of particular product or service apart from that of other organisations and can also be used when organisations seek to give identity to a group of products or services they offer to the market”. However, De Chernatony and Riley (1998, cited in Maurya and Mishra 2012) classify the definitions of brand into twelve themes: brand as a logo, legal instrument, company, shorthand, risk reducer, value system, personality, relationship, adding value, an identity system, image in consumer's mind and evolving entity. A brand is a known identity of a business in terms of what products and services they offer but also the crux of what the business stands for in terms of service and other emotional, non-tangible consumer concerns (Stephenson & Yerger, 2014). Sharma and Kharas (2017) describe a brand as the most important element that people, organisations and even countries need to progress. Lastly, van Auken (2015:107) defines brand as “the personality of an organisation or company as well as their product and service offering and, as such, possesses some values, qualities, promises and traits that enable it to connect with consumers at an emotional level”.

Similarly, a brand is not only a promise made to clients or something that organisations can claim to own, but also the sum of all the feelings and experiences a consumer encounter when interacting with the company, its products, and services (Drucker, 2018; Hammond, 2008). Govers and Go (2016) highlight that brand elements like corporate value or image are also aligned to the overall concept of brand. From a financial perspective, brands are assets that organisations can either buy or sell at a price and strong brands always enjoy an advantage over competitors by way of distinction, differentiation, preferences, and its valuable assets to the organisation (Bonsu & Godefroit-Winkel, 2016, cited in Riley, Keller, 2003; Singh & Blankson, 2016).

Vargo and Lusch (2014) argue that brands have several functions and are viewed as being inclusive of extra benefits that are distinct to an organisation and its products or service.

According to Lord (2017), brand has many functions that it fulfils and are listed and discussed below.

- **Identification**

A brand fulfils an identification role as it identifies a product that the company is offering while ensuring that the product is seen and perceived as being different from other competing brands (Lord, 2017).

- **Practicality**

According to Lord (2017), because the market is flooded with many brand choices to choose from when one needs to make a buying decision, a brand helps in consumer with explanation of what a certain brand is and give some justification to the customer why they must buy such a product. Furthermore, Lord (2017) explains that a branded product saves consumer's time and energy when deciding which product to buy.

- **Guarantee**

A product with a brand gives an assurance to the consumer when making a buying decision since on the product, information on warranty and guarantee is displayed and what customer must do if disgruntled with the product (Lord, 2017).

- **Badge**

A branded product projects a certain image about the owner as some brands communicate success while others shout class as is case with some of the car brands.

- **Continuity**

According to Lord (2017) brands also give the consumer some sense of fulfilment and reliability as well as longevity or continuity. Furthermore, brand helps customers develops some level of relation with the brands and it motivate customers to make a purchase decision (Lord, 2017).

- **Hedonism**

With a branded product, the relation with the customer is developed and enhanced which can grow to the level of delight and satisfaction when consuming the product and this leads to loyalty (Lord, 2017).

- **Ethics**

When a product has a brand, customer tends to perceive the product as being responsible and ethical which further cement the lasting relationship between the product and the brand (Lord, 2017). Many writers have highlighted the difference between corporate brands and product brands (Bonsu & Godefroit-Winkel, 2016).

2.2.1.1. Corporate brand

A corporate brand provides a basis on which management draws a distinction between a brand and other competing brands as well as improving the confidence and loyalty amongst the stakeholders (Heding, Knudtzen & Bjerre, 2015). Heding *et al*. (2015) distinguishes between a product brand as representing or referring to a single brand in an organisation and a corporate brand which encompasses the value, conduct and behaviour of the whole organisation and is not restricted to products alone. Furthermore, the product brands and corporate brands differ significantly because with product brand, organisations target specific customers while corporate brands are aimed at stakeholders of the organisation in totality (Kavaratzis, 2009).

2.2.1.2. Product brand

Lastly, corporate brands differ from product brands in such areas as who leads the process (whether top leadership or middle management), and secondly, the departments that should take ownership of the process (whether marketing alone or a multi-department). Thirdly, management must decide on whether the focus should be internal or external and the last decision to be made should be on whether communication will be carried through advertising or publicity (Kavaratzis, 2009).

2.2.2. Brand perception

Lovelock and Patterson (2015) assert that consumers receive information about organisations, products, or services continuously and use all the information to form a perception and build an image of an organisation and its products. Brand perception is influenced by personal experience, daily interaction and socialisation processes, word-of-mouth, advertisements, packaging and other product or service elements and valuable attributes separate from the functional rewards separate from the brand (Alwi, Nguyen, Melewar, Loh, & Liu, 2016; Brannan, Parsons & Priola, 2015).

2.2.3. Brand promise

Additionally, a constructive and powerful brand promise provides a basis to grow a strong and persuasive brand (Steinlein, 2016). Punjaisri and Wilson (2017) explain that the success of corporate branding in an organisation, which is all about various organisational stakeholders engaging with the entity, depends largely on how employees behave or conduct themselves when delivering on what the brand promised to stakeholders externally.

A study by Thomas and Rodrigues (2020) reveals that some practices that are practiced in an organisation by employees play an important role in how the brand promise is delivered to the external stakeholders and such practices may include employees' attitudes, commitment, and citizenship conduct. It is widely proven that marketing efforts displayed by employees in an organisation has a positive influence on how external stakeholders respond to the brand (Thomas & Rodrigues, 2020).

2.2.4. Brand equity

According to Hayes (2021) brand equity is a total high worth that a business or brand enjoys from a product that is well known in relation to a product with a generic name. Businesses establishes brand equity by ensuring that those products are easily recognisable, easy to remember and are of high quality and reliable. For Nam, Ekinci and Whyatt (2011), brand equity is a broad concept which includes brand image and brand familiarity, and it encompasses clients' positive responses and attitudes to the brand/products. According to Hayes (2021), there are three basic components of brand equity and are comprised of: consumer perception, negative or positive effects, and the resulting value.

2.2.5. Branding

Patterson (2018) describes the origin of the term branding, which is derived from the American Wild West over a century ago; farmers used to burn a symbol or a brand on the skin of their livestock as a means of differentiating them from those of other farmers and so they established their ownership. Currently, branding may simply be defined as "a technique to promote the special features of an object, product, or place" (Mitropoulou & Spilanis, 2020:32). A more comprehensive explanation is provided by Kotler, Burton, Deans, Brown, and Armstrong

(2013) who explain branding as the process or practice that an organisation follows to achieve brand positioning in the market to gain a competitive edge over other competing brands. Sekaran and Bougie (2016) indicate that branding as a concept entails not just ensuring that a product or service has a name or a symbol, but also demands that organisations commit the necessary resources and skills over a time to ensure meaningful success. Furthermore, branding must be customer-centric and should begin and end with the customer in mind (Ottman, 2017).

Like with brand, branding can be divided into corporate, products and service branding and always entails a mix of functional and emotional brand values (Ashley & Tuten, 2015).

2.2.5.1. Corporate branding

Of all the categories of branding, corporate branding is the most complex as it is focused on the management of the brand for the entire organisation, including the interactions and relations with different stakeholders (Iglesias, Ind & Alfaro, 2017).

Corporate branding exposes the extent to which the product or service offering meets the promise made by the brand which entails satisfying physical and emotional needs of the prospective clients (Özçelik, 2015). A sudden rise in competing brands within the service sector has seen many organisations shifting focus to corporate marketing and building powerful corporate brands to enhance their competitiveness in the market (Kotler *et al*., 2013). Tarnovskaya and Biedenbach (2016) indicate that corporate branding looks broadly at the organisation without leaving out external stakeholders, as opposed to product branding, which is limited and restrictive in approach, focus and the function it fulfils. Simoes, Singh and Perin (2015) explain that branding at corporate level depicts close resemblance with reputation, image, and identity. They further highlight that there are three goals or objectives that any branding process must aim to achieve:

- Each branding must aim to be distinctive in relation to other brands, especially competing ones, through customised service and customer service excellence (Lovelock & Patterson, 2015).
- The branding’s aim must always enjoy a high level of approval and popularity.
- When looking at the brand, stakeholders or customers must always be able to associate with it (Ottman, 2017).

2.2.5.2. Product branding

Ambrose and Harris (2017) state that product branding entails the deployment of various physical elements such as how the product looks; how it is packaged or labelled and the stakeholders' views about these elements.

Table 1 below provides insight into the deference between product and corporate branding (Heding, Knudtzen & Bjerre, 2009).

ELEMENT	PRODUCT BRANDING	CORPORATE BRANDING
Foundation	Individual products	The company/organisation
Conceptualization	Marketing, outside-in thinking	Cross-disciplinary, combines inside-out and outside-in thinking
Brand receivers	Consumers	All stakeholders
Core process	Marketing and communications	Managerial and organisational process
Difficulties	Create and sustain differentiation. Involvement of employees and use of organisational cultural heritage Limited involvement of stakeholders other than consumers	Alignment of internal and external stakeholders Create and communicate credible and authentic identity. Involvement of multiple sub-culture internally, and multiple stakeholders externally
Brand equity comes from	Superior product attributes, good advertising, and communication	The visual and behavioral identity of the corporation

Table 1: Differences between corporate and product branding (Heding *et al.*, 2009: 51)

2.2.5.3. Service branding

Napoli, Dickinson, Beverland and Farrelly (2014) argue that not much literature exists on the concept of service branding. Punjaisri and Wilson (2007) point out that service branding is perceived as a promise, since its intangible.

Lovelock and Patterson (2015), however, state that service brands involve the whole range of organisational stakeholders, especially the employees, which contrasts with the product branding which focuses on the internal systems of delivery and quality. Felix, Rauschnabel and Hinsch (2017) highlight that for an organisation to enjoy popularity and acceptance in the market, management must deliberately incorporate branding into the overall corporate strategy. The intention of this should be to provide direction to activities through association between brand positioning, communication and the styles and behaviour of employees (le Roux & Mdunge, 2012). Branding is accepted according to how customers experience and look at the brand based on the extra benefits as well as functional rewards of both products and/or services (De Mooij, 2018). In conclusion, Klein, Falk, Esch and Gloukhovtsev (2016) state that branding value for institutions that provide services as opposed to tangible products influence strong consumer brand trust.

2.2.6. Internal branding

Punjaisri and Wilson (2017) describe internal branding as a strategic process that encourages and allows organisations' employees to provide satisfactory services to the external stakeholders in a constant manner. In fact, internal branding presumes that the organisation's primary market is its employees (Kaplan, 2017).

Furthermore, strategic process encompasses communication within the organisation, internal capacity building, management models, incentives and acknowledgements including the on-boarding process (Hejase, Hejase, Mikdashi & Bazeih, 2016). Internal branding should be implemented to meet certain objectives or else it might be difficult to achieve. According to Sekaran and Bougie (2016), the primary objective of internal branding is to make sure that the employees within an organisation translate the brand ideologies into actual service experience for the clients and other external stakeholders.

Internal branding plays an important role in an organisation by encouraging employees to conduct their duties well in accordance with the promises made as well as how they relate or engage the brand, which ultimately impacts the overall employees' performance (Iglesias *et al.*, 2017). Successful implementation of all the activities of internal branding is dependent upon the corporate practice of mutual support and cooperation, where executives, management and employees work in harmony to convert brand promises into reality for the clients with the goal of improving brand outlook, monitoring and ultimately the reputation of the organisation

(Saleem & Iglesias, 2016). Lastly, internal branding also helps the organisation in positioning its brand internally to ensure alignment of brand ideologies both internally and externally as well as ensuring that clients' expectations are realised (Roll, 2015). Like any other marketing element that an organisation implements, a clear goal for internal branding should be identified and shared with all the stakeholders.

Referring to the goal of internal branding, Chiaravalle and Schenck (2014) highlight that what an organisation aims to achieve with its external branding campaign should not differ from the objectives of its internal branding campaign as both should seek to emotionally engage the stakeholders in a manner that is beyond just a single brand encounter. Saleem and Iglesias (2016) affirm that internal branding as a concept is used interchangeably with other concepts like employee branding. Buil, Martínez and Matute (2016) explain employee branding as the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents. Buil *et al.* (2016) suggest that the rationale for treating the employees as customers and consumers of the organisation's offering is based on the premise that happy employees will ultimately translate into happy and satisfied internal stakeholders and/or brand ambassadors. Du Preez and Bendixen (2015) point out that training and internal communication are internal marketing methods utilised to help employees align expected services with the brand promise. What the brand promises through advertising must remain the same in the mind of a client through brand experience in all contact points because any compromise on this will negatively affect the strength and the credibility of such a brand (Same & Solarte-Vasquez, 2014).

In conclusion, Lee, Hancock and Hu (2014) believe that effective execution of the internal branding best practices constructs a bridge between the strategy and its implementation. Internal branding application in an organisation produces employee brand identification, commitment and loyalty that creates employees brand attitude, resulting in employees' brand supporting behaviours (Punjaisri & Wilson, 2017).

2.3. Organisational Rebranding

The concept of rebranding still needs to be given more attention and be researched much further (Wedel & Pieters, 2017). Rebranding has been explained in many various ways including when to rebrand and how rebranding should be carried out (Singh, Tripathi & Yadav, 2012).

Armstrong, Kotler, Harker, and Brennan (2018) refer to rebranding as the process of creating or forming a new name that will represent and occupy a unique space in the mind of the targeted consumers while setting the brand apart from the other competing brands. According to Muzellac and Lambkin (2006), in the business world, the term rebranding is usually used to describe diverse events, like changing name, changing the brand aesthetics, and repositioning the brand. Rebranding can be described as a process of brand revitalisation, which can vary from minor modifications to a brand logo, through to major changes involving the restructuring of the entire company (Muzellac & Lambkin, 2006). Daly and Molonay (2004) also refer to this process as a continuum from revitalising a current brand to a full name change that involves alteration in brand value and promises. However, a review of literature reveals that the terms like corporate rebranding refer to a continuing process whereby an organisation responds to the dynamics in its business environment by changing its self-identity to survive and thrive (Tevi & Otubanjo, 2013).

Rebranding takes place on three levels, including corporate, business and product levels (Kotler *et al.*, 2013). For this study, only rebranding at corporate level is explored in detail. Munyoro (2014) explains corporate rebranding as the process of giving or affording a new name to the existing corporate business or organisation in line with the strategic vision or repositioning objective of the organisation. Furthermore, corporate rebranding can either be revolutionary or evolutionary (Schmeltz & Kjeldsen, 2016). Chad (2015) defines the two concepts in terms of degree of changes and refers to evolution rebranding as minor changes or alterations to the organisation's positioning or physical appearance. Tevi and Otubanjo (2013) indicate that evolutionary rebranding advocates an approach of getting continuous and regular feedback from stakeholders and the primary objective is to create a particular image in the mind of the stakeholders. Revolutionary rebranding on the other hand comprises of two components, which is the transfer of brand equity from old brand or company and building of a growing new brand and equity (Batey, 2015).

There are many different reasons why organisations might find rebranding necessary and Zikmund, D'Alessandro, Winzar, Lowe and Babin (2017) believe that rebranding cannot just be commissioned without proper diagnosis of what the reasons for the rebranding are and should be based upon the understanding and conviction that things are no longer the same in the business strategy and mix. Rebranding is expensive to implement because, beyond the amount spent on research, rebranding forces organisations to also change or modify all the other marketing and communications elements such as websites and intranet, promotional materials, office signs and whole interior, staff uniforms etc., (Kurilina, 2013). Miller, Merrilees and Yakimova (2014) highlight up to six (6) strategies that organisations can adopt when undertaking a rebranding process and those strategies are listed below:

- Phase-in/Phase out: this happens when an organisation connects the new brand to an existing brand for a certain duration and then phases it out when the new brand gets strong enough in the market.
- Combined branding: this strategy is activated when an organisation merges already existing brands.
- Translucent warning: with this strategy, organisations inform stakeholders (external) about changes to the brand pre- and post- strategy implementation.
- Sudden eradication: when adopting this strategy, organisations commission changes to the existing brand suddenly and without delay.
- Counter-takeover: lastly, counter takeover strategy occurs when an organisation has just completed mergers and acquisitions,

In addition, when an organisation undertakes a re-branding process, it also runs a risk of losing the value and equity that the old brand enjoyed in the market (Santangelo, 2017). This further exposes the organisation to market challenges because a brand that took years and sometimes decades to build can be damaged or nullified (Kim & Mauborgne, 2014).

Thagichu (2018) points out that the literature on product rebranding is generally and widely accessible. An understanding of corporate branding is useful in defining the concept of corporate rebranding. Though not exhaustive, Goi and Goi (2011) list some of the possible reasons why an organisation might consider rebranding and below are some of the reasons:

When brand has become old and out of fashion and hold no prospect of any further growth and for organisations to not be left out of moving and forever changing customer preferences as well as competition that is tough to keep up with including price changes (Goi & Goi, 2011). Another reasons why organisations consider rebranding is to adopt and accommodate the impact brought by globalisation as well as mergers and acquisition strategy adopted by the organisation. Furthermore, Goi and Goi (2011) indicate that organisations also consider rebranding to offer the brand a fighting chance against competing brands in the market in a manner that form same business visions and mission including common brand identity.

Lastly, organisations commission rebranding campaigns to indicate the new strategic direction that the business is adopting in the market and to take advantage of new opportunities presented to the business by new development such as technology (Goi & Goi, 2011). Adding to the reasons for corporate rebranding, Stuart (2012) indicates that one of the objectives of corporate rebranding is to change or alter the image of the organisation so that it reflects the new identity of the organisation.

MacInnis, Park and Priester (2014) also argue that when dealing with the concept of rebranding, two approaches exist. The first approach acknowledges that re-branding is a fundamental and necessary process in achieving business growth and argues that rebranding enables the brand to evolve and keep up with the changing times, needs and environment (Munyoro, 2014). The second approach, however, argues that rebranding is not necessary and as such should be ignored in an organisation (Kavaratzis & Kalandides, 2015). This argument refers to such old age brands as Coca Cola, Kodak, Pepsi, and others who remain ahead of their peers in the industry (Singh *et al*., 2012).

2.4. The role of employees during rebranding

For an organisation to realise or fulfil its brand promise, it should devote special attention to its most valuable assets – employees (Drucker, 2018). Wallace, Lings, Cameron and Sheldon (2014) emphasise that employees are an integral part of the brand building process, and their conduct can support the advertised brand promises or messages or negatively impact the brand promises and messages that are being communicated externally. The significance of building an organisation that places the brand at the centre of its operations by allowing employees freedom to represent the brand is mostly accepted although not much literature exists on how to pursue this practice (Epstein, 2018). On the contrary, Kavaratzis (2017) indicates that the concept of corporate rebranding is an old one and has always been implemented with more focus on external stakeholders while ignoring the internal stakeholders (employees). In all organisations, any change in brand, name, sign, or symbol does not only affect the external stakeholders of the brand, but also internal employees, and their level of engagement with the corporate brand is fundamental (Xaba, 2015). Sierra, Iglesias, Markovic and Singh (2017) highlight that in organisations that provide services instead of tangible products, employees' attitudes and daily actions have a direct impact on the brand. According to Lovelock and

Patterson (2015), challenging aspects of service brand is that employees and consumers must deal with intangible service offering. Referring to service branding, Sekaran and Bougie (2016) indicate that in any organisation, branding should also be used to shape the perceptions that employees have of the organisation and not just clients' views. This necessitates the investigation of the role that employees can fulfil pre, during and post- branding and/or rebranding phase.

Employees are crucial for any organisation trying to build a strong service brand, because customer value cannot be derived from physical tangible products as the organisation offers services that cannot be touched (Lohndorf & Diamantopoulos, 2014). Ertimur and Coskuner-Balli (2015) mention that internal brand management programmes should not only be about giving front desk personnel training manuals but should also be the bible that every employee in an organisation should be encouraged to live and abide by daily. For example, within the framework of city brand building. Kemp, Childers and Williams (2012) argue that stakeholders who have become attached to the efforts made in branding a product can be converted to 'promoters' which in turn could enhance brand acceptance and adoption by others.

It is for reasons such as these that employees, especially the front liners are responsible for ensuring that they deliver on what the brand promises to influence customers' perception of the brand (Baker, Rapp, Meyer & Mullins, 2014). The experience that a customer has with the brand is driven by all customer–brand contact points, and most of these are influenced by internal stakeholders and not only those working within the marketing department (Kotler *et al.*, 2013). Employees' ability and willingness to provide service in a manner that meets the expectations of the customer is fundamental in building a strong brand and shaping clients' perceptions of service quality (Lovelock & Patterson, 2015). Slack and Brandon-Jones (2018) note that the most fundamental ingredient in managing the perceptions and experiences of external stakeholders about the organisational brand is how well the employees' experiences are managed internally. To ensure this management, organisations should make every effort, including recruiting, training, rewarding, and resourcing, among others, to inspire and ensure that employees achieve the organisation's brand promises (Wallace, Lings, Cameron & Sheldon, 2014). M'zungu, Merrilees and Miller (2017) indicate that for a strong brand identity to be achieved in an organisation, leadership must also show support for both internal and external market-oriented brand management needs via institutionalised internal brand management. Czinkota and Ronkainen (2013) indicate that top management in most cases only formulates brand strategy and relegates the implementation to the employees at the lowest ranks, who are less recognised and in some cases are not even permanently employed. Whitehurst (2015) states that management should also understand that the change of name alone will not revive or save the company. However, if properly implemented, corporate rebranding could afford everyone in an organisation an opportunity to reconnect with the organisation once again as well as identify conducts that are in line with the appropriate values (Whitehurst, 2015).

Failure by the management to actively involve the employees during the entire rebranding process may lead to employees' disengagement or non-engagement (Hejjas, 2017). Morrison and Rocky (2016) define disengagement as the withdrawal of commitment and effort by employees at work and at worst, employees' disengagement can also be seen as work sabotage or burnout. Rock (2016) explains employees' disengagement as a sign of low morale or lack enthusiasm, energy, and attachment, which may lead to a decline in innovation and creativity.

2.5. How rebranding occurs (stages)

Twiddy (2017) indicates that a brand is considered meaningful if leadership in an organisation is mindful of and values the inputs and contributions of all stakeholders when taking a decision. She further argues that meaningful brands are not obsessed with profits, but rather view these brands as a direct result of good and effective business practices that consider other factors such as the environment, customers, and business function. Vargo and Lusch (2014) explain that organisations must treat the concept of brand as a marketing instrument that should largely be part of the business strategy so that the positioning of the brand based on products or service quality and value can be realised.

Balmer (2017) points out that when an organisation formulates a brand strategy, more consideration should be afforded to the views and feelings of the internal stakeholders (employees) than on external stakeholders (customers). Furthermore, employees in a labour-intensive organisation should take ownership of the brand and its elements because human conduct is largely responsible for brand growth (Allison, 2013). Lastly, in a service orientated organisation, brands become stronger by appealing to consumers at an emotional level (Kemp *et al.,* 2014).

Aligning to the functions listed above, Muzellec *et al.* (2003) highlight the stages that corporate rebranding will go through:

- **Repositioning** – objectives are set, and a decision is taken to deliberately create and occupy a particular space in the mind of stakeholders, including competitors and media.

- **Renaming** – assigning a newly created or formed name to the organisation and applying it often to inform the stakeholders of the changes in either strategic direction or change in ownership.

- **Redesigning** – the process of applying the newly adopted identity into other marketing and communication elements such as stationery, letterhead, brochures, adverts etc.

- **Relaunch** – making the new identity known to the public at large including employees, investors, media, and other key stakeholders.

Thagichu (2018) contends that this model assists in providing clarity on the standard concept of rebranding while providing further emphasis on the participation of employees in forming the cultural identity as well as the external stakeholders in forming the image. Referring to above model, Xaba (2015) explains that it indicates the level of involvement and participation of the internal stakeholders in creating the organisational image. Corporates or organisations go through a process when commissioning the rebranding campaign. Below figure illustrate the rebranding process model as formulated by Ahonen, (2008) and Muzellec and Lumbkin (2006).

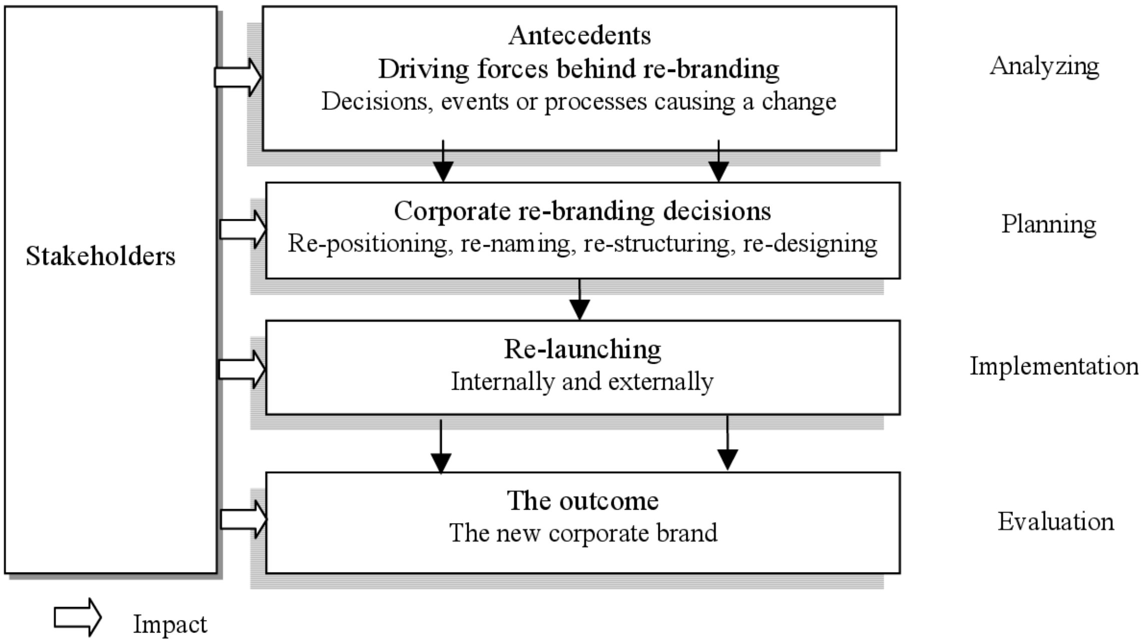

Figure 1: Rebranding process model

According to Muzellec and Lambkin (2006), the initial stage in the rebranding process, consists of analysis conducted on what is happening in the organisation and the rationale of why the organisation has commissioned the re-branding campaign. This stage addresses events or processes that gave rise to a change or shift in a company's structure, strategy, or performance (Muzellec & Lambkin, 2006).

According to Muzellec and Lambkin (2006), planning is the second phase in the rebranding process, which entails deciding on various mini processes of repositioning, changing names, altering company structures, and redesigning the business in preparation for the launch of new corporate brand. It is at this stage that further decisions as whether rebranding should be at corporate, business unit or product level (Muzellec & Lambkin, 2006), and deciding on how big or small should the changes be (Daly & Moloney, 2004).

Implementation at this model comprise of the process of re-launching of the new corporate brand planned before and this is done first for internal stakeholders as secondly outside for external stakeholders (Gotsi & Andriopoulos, 2007). According to Daly and Moloney (2003), brochures, meetings, workshops, intranet, and internal notices can be used to launch the brand whereas press releases and advertising will be most appropriate for external reveal.

The last phase is evaluation and encompasses all the efforts and conduct of determining whether the campaign was a success or failure and is regarded as being challenging and as such should be conducted against the initially set rebranding goals (Stuart & Muzellec, 2004) and the practice should be conducted on a regular basis (Kaikati & Kaikati, 2003).

2.6. Rebranding process

The rebranding process has different stages Juntunen (2009). Juntunen, Saranjemi and Jussila (2009) indicate that the corporate or organisational rebranding process consists of seven (7) phases or stages as detailed in figure 2. below:

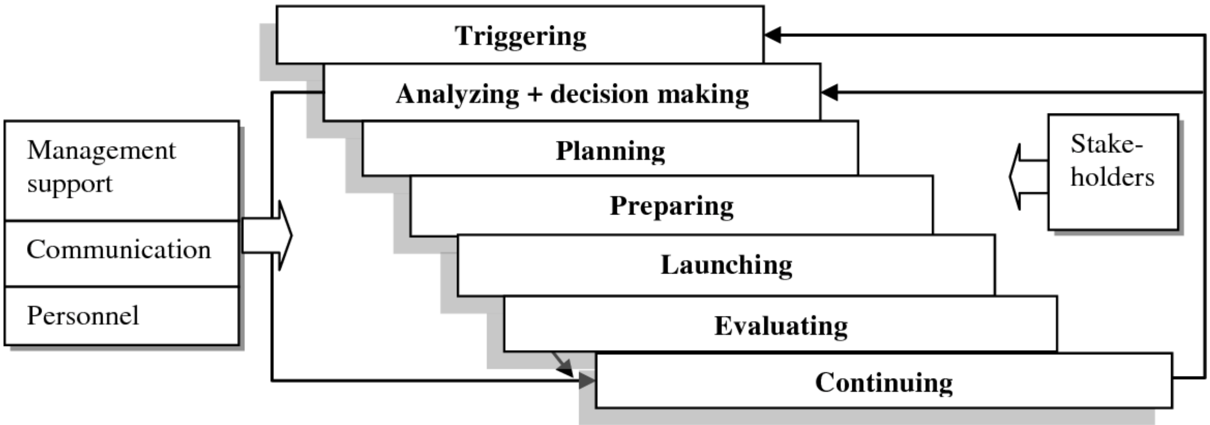

Figure 2: Corporate rebranding phases (Juntunen *et al*., 2009:6-7)

Different authors have attempted to explain what this process entails, and a summary is provided below of each phase and what it means:

Trigger - this refers to the rationale behind the rebranding campaign. It includes the rationale behind rebranding, that is, why, what, and how changes will take place, including changes in strategy, organisational structure, competition, and external environment (Ertimur & Coskuner-Balli, 2015).

Analysing - refers to conducting a thorough analysis of the current situation for proper diagnosis and this includes such aspects as competition, the market, and the ability to spot the possibilities. This includes probing their knowledge and understanding as well as the vision for rebranding (Osanloo & Grant, 2016).

Planning - Angulo-Ruiz, Donthu, Prior and Rialp (2014) indicate that this phase entails deciding and planning beforehand what the end-results of the rebranding would or should be. Furthermore, they highlight that the fundamental question during this phase is how the rebranding goals will be achieved and which elements are necessary. Furthermore, Juntunen *et* *al.* (2009) point out that at this stage, internal stakeholders such as employees and external stakeholders (customers) can be used to conduct pre-trials and, to a certain extent, pre-design.

Preparing - during this phase, management makes plans and preparations for a launch, and this includes re-designing marketing and communications elements in line with the new identity ((Ahonen, 2008).

Launching - this involves informing and revealing the elements to the stakeholders, first internally and then externally and this entails educating the staff on brand guidelines and applications (Theurer, Tumasjan, Welpe & Lievens, 2018). Goldenzwaig (2011) assert that communing and launching the new brand inside the organisation can be achieved through below the line (BTL) means such as brochures, flyers, posters and other platforms like staff engagement meetings and workshops. Furthermore, press statements and other above the line (ATL) platforms such as print, and broadcast advertising would be used to launch the new elements of the brand externally.

Evaluating - this concerns assessing whether the campaign is successful or inadequate and this could be done through a staff survey (Juntunen, 2009). According to Stuart and Muzellec (2004), this phase is challenging if approached alone; however, it should be assessed in line with the objectives it was intended to fulfil.

Continuing - this is the final phase of the rebranding process, and it entails continued staff engagement as well as continued external implementation through awareness campaigns (Canacott, Ellis & Tadajewski, 2018). In addition, as explained by Juntunen (2009), this phase means different things for different stakeholders.

For external stakeholders ‘continuing’ entails a review of the quality of service and corporate operations, whereas for internal stakeholders (employees) this calls for continued induction and education. For management, this phase means continually reviewing and checking brand strategy.

2.7. Brand advocacy: Turning employees into ambassadors.

Crocker (2020) describes brand advocacy as actions or activities of those who love a brand and always back the brand by recommending the products or services to new clients. Any conduct or action by a customer that backs and bolsters the product or service they prefer and results in both customer and company organisation enjoying some gains, is referred to as brand advocacy (Crocker, 2020).

Referring to place branding, Kemp *et al*. (2012) mention that due to brand associations, stakeholders “may develop such a connection to the brand that it becomes reflective of their self-concepts”. This may result in “a self-brand connection” and advocacy of a brand (Kemp *et al.*, 2012). Social media communication has a significant effect on consumer perceptions of brands and is often used for brand advocacy. Schivinski and Dabrowski (2016) refer to brand advocacy as positive communication or word-of-mouth advertising of the brand by the employees or consumers that can enhance the chance of the product’s acceptance in the market. De Veirman, Cauberghe and Hudders (2017) further explain brand advocacy as talking about the product or brand in a good way to others which may lead to them trying out the product or brand. Berman (2016) describes brand advocacy as the way employees and consumers connect with the brand that may influence them to use word-of-mouth in relaying the positive or good aspects of a brand. Morgan (2016) asserts that the cohesion of values, employee satisfaction, and citizenship building behaviour between employees are outcomes of the strategic internal branding process, which is crucial in creating and building employees as organisational ambassadors. The rebranding process by nature brings about some if not holistic changes in the brand and its elements, and this may result in uncertainty and volatility in the organisation which may also require structural alignment and/realignment (Xaba, 2015). Xaba (2015) further argues that those employees who have been with an organisation for long periods become reluctant to embrace changes brought about by the new brand identity.

Brand advocacy in products and services has played a vital role in marketing (Jillapalli & Wilcox, 2010). Ntloko (2021) reveals that brand advocacy is concerned with promotion of an organisational brand through what those who have experienced the brand shares with other potential consumers who are yet to consume the product or brand, and this may take a form of positive reviews about the brand on social media which in turn can help organisations grow sales. According to Martic (2020), when building awareness around a brand, or generating new sales leads or recruit new personnel, brand advocacy could play a significant role.

Brand advocates always hold the potential to become an extension of any company’s marketing team as the content they create and provide on the brand afford the brand free publicity (Ntloko, 2021). Stamenova (2020) affirms that brand advocacy is the most effective marketing mechanism for businesses in recent times as it is a means of backing a brand and speaking. Stamenova, (2020) listed the following importance of advocacy a) advocacy keeps a company ahead of the competition, b) the programme encourages customer loyalty and build trust amongst employees.

Success or failure of corporate repositioning or rebranding is largely linked to the conduct of employees when interacting with external stakeholders (Punjaisri & Wilson, 2007). It is for this reasons that all the internal stakeholders must familiarise themselves with the concept of brand identity and commit fully to living the brand both internally and externally (Punjaisri & Wilson, 2007). Failure of internal stakeholders to familiarise themselves with concept of brand identity might result in employees undermining all the marketing and advertising efforts and expectations with their words and actions (Beverland, Wilner & Micheli, 2015).

2.8. Theoretical framework

A theoretical framework provides a basis on which the knowledge for a study is formulated and provides an anchor for the rationale, problem statement, the purpose, the significance, and the research question (Grant & Osanloo, 2014). In addition, a theoretical framework provides a conceptual basis and framework for understanding, analysing, and designing practical solutions to a particular problem and is always derived from an already existing theory in the already tested and validated literature (Grant & Osanloo, 2014). Furthermore, Tavallaei and Talib (2010) highlight that a theoretical framework provides an opportunity to delineate what elements of the phenomenon of the study are to be observed and explored. Grant and Osanloo (2014:12) define a conceptual framework as "insight into how the research problem will be investigated, which focus will be adopted, as well as how different variables relate in the study".

The theoretical approach, theory and constructs related to this study are detailed below.

2.8.1. Identity approach to internal branding

Strong brands are constructed or formed through identity-based brand management (Iglesias *et al.,* 2017). Von Wallpach, Voyer, Kastanakis and Mühlbacher (2017) state that the identity approach to brand management is mainly led by a practitioner and were not proposed in an inclusive advanced study. Specifically, it is grounded in experiential practice through the application of the identity concept as a management tool (Heding *et al.*, 2009). Punjaisri and Wilson (2017) indicate that a theme in the identity approach is the internal organisational identity referring to the behavioural, structural, and cultural aspects affecting brand identity.

These concepts influence the perception of all organisational members and are foundational in terms of the cognitive and emotional attachment and commitment of employees (Punjaisri & Wilson, 2017). The construct of ‘living the brand’, postulated by Ind (2007) is associated with the identity approach (Ekinci, Sirakaya-Turk & Preciado, 2013). Zenker, Braun and Petersen (2017) state that brands and employees thrive when the lines between internal and external branding are blurred, and employees can identify with a brand. ‘Living the brand’ implies that employees are attached and committed to the brand and can become “co-creators, brand champions” or ambassadors of a brand (Heding *et al*., 2015).

An essential notion of the construct is that the interaction between employees and consumers could and should bring the brand to life (Iglesias *et al*., 2017).

2.8.2. Behavioural identity and branding

Employees and their behaviour form the core notions of behavioural identity aspects of the identity approach because emphasis is placed on the total experience of consumers of an organisation over time, which includes contact with employees (Heding *et al.*, 2009). Burmann, Riley, Halaszovich and Schade (2017) refer to brand behaviour, an aspect of identity-based brand management, as all consumer contact through brand touchpoints, for example, employees and advertising. This statement relates to the concept of brand experience which is defined as the “sensations, feelings, cognitions, and behavioural responses” stimulated through, for example, consumer contact with employees (Mazzei & Ravazzani, 2015). According to Bowen (2016), both frontline and back-office employees play central roles in consumer experience since they construct the environment and relationship quality as important factors of service quality. Buil *et al.* (2016) explain behavioural branding as the consistent positive meaning transfer through employee behaviour during the interaction with customers. This “inside-out behavioural brand building process” involves the cognitive and emotional involvement, and attitudes and intentions of employees (Mazzei & Ravazzani, 2015). Zhu, Sun and Chang (2016) propose that two constructs are relevant in behavioural identity congruence; namely brand citizenship or prosocial behaviour and employee commitment, which drives brand citizenship. According to Garas, Mahran and Mohaned (2018), there are seven types of citizen behaviour which are helping behaviour, brand consideration, brand enthusiasm, sportsmanship, brand endorsement, self-development, and brand advancement. Helping behaviour relates to the employee's positive attitude towards his or her work, empathy, and responsiveness towards other employees and customers of the brand (Burmann *et al.,* 2009). Second is Brand consideration and Cooper (2020) defines it as "a consideration by the consumer whether or not to purchase a particular brand and it maps onto the middle stage of the traditional funnel, and often gets lost in the marketing mix, with general awareness building activity and conversion tactics taking precedence for many businesses". Behaviours that relate to the employee's ability to take additional initiatives, outside the line of duty in brand-related matters is referred to as Brand enthusiasm, explain (Burmann *et al.,* 2009). Sportsmanship involves the concerns and respect for the rules and officials, social considerations for opponents as well as full commitment to one' sports and the relative absence of a negative approach towards other sports participants (Strand, Brotherson & Tracy, 2018). With brand endorsement and according to Malik and Sudhakar (2014), there is an upward trend or practice by brand, marketing, and communications practitioners to engage and partner with celebrities in campaigns that are aimed at positioning company/organisational brands. Companies are spending huge amount of money and efforts in engaging the services of popular and celebrated member of the communities (celebrities) and this positively influence brand trustworthiness, attractiveness, and expertise (Malik & Sudhakar, 2014). Brand development refers to the practice of ensuring that brand quality, value, and trust that consumer finds in the company remain same if not better all the time. Lastly, Burmann *et al.,* (2009) state that self-development refers to the employee's willingness to continuously enhance brand-related knowledge and skills.

Brand commitment is the important factor in brand citizenship behaviour and has three dimensions or drivers, namely compliance, identification, and internalisation (Buil *et al*., 2016). The previously explained concepts of the identity approach relate to this study since the focus is on employees of the NLC.

- **Compliance** - This is the degree of emotional and psychological commitment of the employees to the organisational brand, which in turn results in them being prepared to show more commitment towards realising the brand promise.

- **Internalisation** - This refers to the extent to which employees in an organisation assume some conducts that are in line with or support the envisaged brand identity in a concerted effort to enjoy some benefits or even prevent disappointments.
- **Identification** – This describes the relevance of core brand values to employees' self-concept as the principles that guide their actions pertaining to brand in an organisation.

Employees' brand building behaviours, as detailed by Berry (2000), are listed below:

- **Brand-congruent behaviour**

This is the extent to which employees of an organisation communicate and interact with external stakeholders in reference to the organisation's brand identity and promise (Bojanowicz & Hagberg, 2017).

- **Customer-oriented behaviour**

This refers to the degree or level to which employees in an organisation attempt to assist clients when deciding on whether to buy or not and making the stakeholders feel satisfied (Gill-Simmen, MacInnis, Eisingerich & Park, 2018).

- **Participation in brand development**

This is a behaviour/conduct by employees of an organisation that is not restricted to job description and involves deliberate and proactive participation in building and growing the organisation's brand (Darbi, 2016).

- **Word of Mouth (WOM)**

This is an effort by employees of an organisation to speak positively of the organisation's brand, which also serves as a form of publicity amongst current and prospective clients (Roberts, Alpert & Roberts, 2015).

Lastly, the identity-based brand management approach is built on the premise that for a brand to enjoy trust and loyalty with the stakeholders, must display consistency and continuity (Evans, 2017). Furthermore, consistency displayed by different brand identity components is a direct result of strong brands and is mostly measured by the number of times consumers buy and recommend the brand. Consistency is critical as it ensures that the gap which exists between the ideal and real brand identity as well as the external perception of the brand is kept to a minimum (Evans, 2017).

- **Electronic Word of Mouth (eWOM)**

Over the years, the concept of electronic word-of mouth (eWOM) has grown and captured the attention of most researchers (King, Racherla & Bush, 2014). According to Ismagilova, Dwivedi, Slade and Williams (2017), eWOM started from the 1990s during the emergence of the internet and how people engaged and related with each other and is referred to as the way in which buyers share insights and experiences on a particular product using online platforms, mobile devises, and social media.

- **Social Word of Mouth (SWOM)**

Hajli, Lin, Xiaolin, Featherman, and Wang. (2014) explain social word of mouth (SWOM) as the advanced modal of word of mouth that is carried out using social media. According to Bertrand (2013), SWOM can be applied to influence the trust that consumers have in the brand.

2.8.3. Corporate rebranding framework

Daly and Maloney (2004) developed a corporate rebranding framework that highlights three levels of the rebranding process and not four as listed by (Ahonen, 2008). Ahonen (2008) highlight that corporate re-branding comprises of four stages; analysing, planning, implementing, and evaluating and each phase comes with its own mini processes that are flexible enough to can be inter-exchanged.

- **Analysis** – this is the first step and entails conducting a holistic analysis of the market and comprises analysis of such elements as market share, new market trends, and the strengths and weaknesses of competing brands. The role of management during this phase is to identify elements of brand that need to be changed and those that must be retained.
- **Planning** – during this phase, organisations clearly identify the intended audience of the new brand. Other decisions taken during this phase include the strategy to be implemented as well as how and when internal stakeholders will be engaged and trained on the new brand and developments (Daly & Maloney, 2004).
- **Implementation -** According to Ahonen (2010), at this stage, the plans for relaunch are put into action and should commence internally with employees and then outward to the external stakeholders. Internal memos, staff meetings and workshops, internal newsletters can be used to launch internally whereas press releases and advertising are most appropriate platforms.

- **Evaluation** – the last phase of the rebranding process is evaluation and encompasses assessment of each stage of the process to look out for possible challenges or potential opportunities that an organisation can take advantage of.

In conclusion, for a theoretical framework to be sound, practical, and relevant to the process theory of the corporate rebranding, the following three questions need to be answered: what are the types of corporate rebranding? What are the factors that affect corporate rebranding and lastly, what are the stages of the corporate rebranding process (Ahonen, 2008)?

2.8.4. Social exchange approach

Mitchell, Cropanzano and Quisenberry (2012) indicate that while different writers are mainly in agreement regarding the shared nature of the exchange design, the theory of this exchange varies in how they describe the resources exchanged and how the same resources are viewed by same exchange designs. accepted or rejected. The original social exchange models integrate interpersonal relationships of people into their exchange theories even though they vary in terms of how they conceptualise relational patterns (Mitchell *et al.*, 2012). Cropanzano, Anthony, Daniels and Hall (2017) provide that the Social Exchange Theory has developed to be regarded as being one of the most interesting social theories. This theory is based on the premise that employees display positive commitment and conduct to the brand as a response to the positive rewards they enjoy from the organisation in exchange for their service, trust, and loyalty (Lohndorf & Diamantopoulos, 2014). Furthermore, this theory is built on an important base that people's conduct especially in an organisation is mainly an exchange of rewards between social actors Cropanzano *et al*. (2017) or an exchange of tangible and intangible activities especially that of benefits and costs (Homans, 1958) and this is used to advance the notion that social exchange can be used as basic method for sociology and anthropology including social psychology (Cropanzano *et al*. 2017).

Paradigms are models that emphasize relationship formation, attributes of the relationship as resources to be exchanged, and relationships as a social context that changes the rules by which exchanges are conducted (Mitchell *et al*. 2012). According to Mitchell *et al*. (2012) there are three broad conceptual paradigms. Three broad conceptual paradigms are distinguished:

- Model that emphasises relationship formation,
- Model that emphases attributes of the relationship as resources to be exchanged,

- Model that emphasises relationships as a social context that changes the rules by which exchanges are conducted.

Referring to people employed in an organisation, Slack, Corlett and Morris (2015) highlight that those members of staff that chooses to do good by the stakeholders without being forced or paid do so in acknowledgement that the benefits or rewards for their efforts include both social and economic gains to the business. Even though the main exchange is the social one coming from the employee's perspective, this phenomenon leads to both social benefits through upgraded social reputation and consequential potential organisational economic benefits (Slack *et al*., 2015). Slack *et al*. (2015) believe that this is one of the reasons why social exchange theory is considered as important factor when inspiring and encouraging the members of staff in an organisation that are either recognised officially or through contracting. It is important to note that this differs with each staff member depending on the degree of social commitment to the organisation (Saks, 2006). Rodrigo and Arenas (2008: 271, cited in Slack *et al*. 2015) highlight that staff members in an organisation might treat the organisation as just a place to work and earn a living or they could perceive it as a place that is in sync with their own social consciousness which might inspire them to relate with the organisation even more strongly.

Cropanzano *et al*. (2017) provide that those who criticise the social exchange theory do so in two level. The first level is the treatment of human conduct or social interaction and the second one being the act of treating social exchange or interaction to just simply an economic transaction which focuses on economic gains and exploitations (Cropanzano *et al*. 2017).

2.9. Conclusion

This chapter explored existing literature on corporate or organisational rebranding and how stakeholders should be involved as well as the difference between these concepts. Firstly, the chapter looked at defining different marketing concepts such as brand, branding, rebranding, and internal branding. Existing literature was reviewed with a particular focus on the role of employees in an organisation before, during and after the rebranding phase. It was found that the role of employees during the rebranding phase remains crucial and management should never ignore their views and participation. Lastly this chapter included published literature on how organisations can convert employees into ambassadors of the brand who will take pride in and speak positively of the brand when engaging with external stakeholders.

This literature review will provide necessary knowledge hub and understanding that will form a base that will guide and create a framework for the coming chapters in this study. The next chapter will present and outline the research methodology adopted for this study.

CHAPTER 3 RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

Chapter three follows the review of the existing literature in which special attention was afforded to the review of brand, branding, brand building and role of employees in an organisation or company. In the review, such topics as approach to brand management and internal branding, the role of employees in brand building as well as the theoretical framework were also discussed. This chapter will explore the research design and methodology that will be employed in this study. The rationale behind the choice of research design will also be discussed in detail. The chapter will further discuss the target population and the sample for the study. Lastly this chapter will look at data collection, analysis, and interpretation methods as well as the reason behind the choice of the methods selected.

The first discussion in this chapter will explore research design.

3.2. Research design

A research design is a way in which data is collected, analysed, and interpreted, providing a blueprint detailing the steps and activities in the collection and analysis of data (Lyons & Coyle, 2016). There are several research designs that can be used when conducting any type of research. Creswell (2013) emphasises that how the researcher prefers a particular research design over the others depends primarily on the purpose of the study. Finally, Creswell (2013) highlights that research design can either be quantitative, qualitative, or mixed methods.

3.2.1. Qualitative approach

In a quantitative study, the focus on exact numbers or numerical measurement and context is seldom accepted as important as it is often discarded as being messy or just noise (Neuman, 2014). In a quantitative study, the researcher uses numbers to capture details about the subject of study contained in science or society (Thomas, Nelson, & Silverman, 2015). In contrast, qualitative designs are concerned with formulating thorough meaning as well as providing clarity on events, views, and experiences (Van Manen, 2016).

Research is considered qualitatively when the data that is being collected, analysed, and interpreted cannot be meaningfully and accurately quantified or explained numerically

(Bernard, 2017). Green and Thorogood (2018) argue that quantitative research can be contrasted with qualitative research to distinguish its role in terms of the types of data generated, the method used to generate the data, or the kinds of questions asked. Babbie (2013), suggests that the difference between a quantitative and qualitative study is basically that one is numerical while the other is non-numerical, especially in a social research study. Although qualitative study has a disadvantage of being mainly verbal, it is far richer in meaning than other methods (Creswell & Creswell, 2017).

Qualitative studies assume that there are some areas of social life that are inherently qualitative and although qualitative data may not be statistically accurate, it is very meaningful (Neuman, 2014). Walliman (2012) adds that qualitative research is built upon a carefully crafted explanation of the words used in the study, how concepts and variables are developed, and how interrelations are established and managed. Creswell (2013) highlights that a qualitative research method is useful and most effective when the study focuses on the collection of data that is mainly about the opinions of participants. This is specifically relevant with regards to staff engagement at the NLC.

Consequently, this study will employ a qualitative approach since the purpose of the study is to investigate the role of employees in brand building and advocacy. This approach is best suited to get insight into non-numerical elements such as employees' attitudes, opinions and conduct when engaging with the NLC brand and external stakeholders. Furthermore, this approach will allow for deeper insight into the employees' understanding of the organisational stakeholders as well as their perceived role in building the NLC brand during and post the rebranding campaign.

3.3. Unit of analysis

According to Sedgwick (2014:348) defines unit of analysis as "the subjects or people who are the intended beneficiaries of the information that is being analysed and conclusions are reached". According to Khan (2021) unit of Analysis is used to explain the nature of the subject that the study is investigating and is useful in setting up boundaries and limits of "what" and "who" the study will focus one and could consist of any of the following individuals, group of people, objects, geographic entities, and social artifacts such as marriage, family relations, and partners.

3.4. Target population

According to Asiamah, Mensah and Oteng-Abayie (2017), the individuals, subjects or objects that the researcher has carefully selected following a set of characters or standards that is to be used to analyse the general population of a study is called the target population. This population is available to share their experiences and views the conditions that are mostly convenient to them (Asiamah, Mensah & Oteng-Abayie, 2017). Albaum and Smith (2012) highlight the defining of the population in a study as the initial step in the process of planning a sample. Population is a big group consisting of many cases from which researchers extract the sample which will be the main source of research results and findings (Neuman, 2014). However, Walliman (2012) believes that a population is not just about people as it also involves other things or cases which form the subject of the study. Lastly, Albaum and Smith (2012) describe location and time as the most fundamental consideration when the researcher defines population.

The National Lotteries Commission has 260 staff members of whom more than 100 employees are based at Head Office and the rest of the employees are located at the provincial offices across the country (National Lotteries Commission, 2015).

3.5. Accessible Population

According to Asiamah, Mensah and Oteng-Abayie, (2017) this is often smaller and is simpler to sample. Does not need clustering and stratification to sample. However, some qualitative studies accompany large accessible populations. The last group is called accessible population, this group consist of individuals or subjects within the target population who are interested and are available to take part in the study and will be readily available when needed. This accessible population is mainly small compared to target population (Asiamah, Mensah & Oteng-Abayie, 2017). The 8 employees who have agreed to take part and participate in the study. They indicated their willingness and readiness to avail themselves when needed for interviews.

3.6. Sampling

Sampling happens when the researcher, instead of targeting every person or case of study to collect data decides to select some of the people or cases within the whole group to be the subjects of study otherwise the process could take long and costs much, (Lazar, Feng & Hochheiser, 2017). In describing sampling, Neuman (2014) says sampling is the process of selecting some people or cases to be subjected to detailed questioning and/or thorough examination to use their feedback to gain understanding of the bigger group.

In both quantitative and qualitative research, sampling should also be done for a purpose. Neuman (2014) argues that the main reason why researchers conduct sampling in quantitative research is to ensure that cases or people chosen would be representative of the entire population, whereas qualitative research is done to identify appropriate categories in a small group of active people. Furthermore, Bell *et al*. (2018) highlight that sampling should be conducted in a manner that produce research data that will be an exact representation of many other people or cases that were not included in the sample but are part of the population of the study. Flick (2018) indicates that sampling in a qualitative study is more about relevance of the people or cases to the topic being studied than their representativeness of the population.

When selecting a sample from the population, the researcher has an option to use either a probability or non-probability method and the two methods are described in detail below:

3.6.1. Probability sampling

Probability sampling is a method of selection that is based on randomly choosing people or case of study (Rubin & Babbie, 2016). The main purpose for this method is the guarantee or assurance it provides that each subject (people, group, class) enjoys equal opportunity of being chosen to participate in the study (Galanter, 1984). Neuman (2014) highlights that probability sampling is very efficient when applied in a quantitative study when the population is too big as it saves time and costs because of the accuracy the technique produces.

3.6.2. Non-probability sampling

Non-probability sampling or purposive sampling is a sampling technique where the odds of any member being selected for a sample cannot be calculated (Etikan, Alkassim & Abubakar, 2016). Non-probability sampling considers the convenience, haphazard or accidental sampling, whereby members of the population are chosen based on their relative ease of access (Sichone, Milano & Kimea, 2017). Bell *et al*. (2018) further note that the researcher relies on the non-probability sampling when selecting the subjects of study where it is challenging to reach the whole population. It could be highly beneficial for studies such as quick surveys. Non-probability sampling as a technique becomes an alternative when conducting probability sampling is impossible, too costly, time consuming or humanly impractical (Neuman, 2014).

Furthermore, Albaum and Smith (2012) explain that non-probability sampling techniques rely on the assessment and preference of the researcher and are mainly based on convenience. Non-probability sampling is further divided into the following three methods:

- **Convenience sampling**

According to Acharya, Prakash, Saxena and Nigam (2013), of all the non-probability sampling methods, convenience sampling is the widely used method of sampling. According to this method, the sample is selected based on how convenient it is for the investigator. This method considers respondents because of conveniently being at the right place also at the convenient time (Acharya *et al.* 2013). Two of the most common limitations to this method is that the results of the data are impossible and impractical to apply outside of the sample and its biasness is uncontrollable.

- **Quota sampling**

According to this method, some elements of the population will only be represented in line with the wish of the investigator (Acharya *et al.* 2013).

- **Snow balling**

The third method is snowballing and according to Acharya *et al.* (2013). with this method, respondents are selected by data that is generated from the first sampling method is based on data that the first respondents provide.

3.6.3. Rationale for the choice of sampling method

Based on the explanations of both probability and non-probability sampling above, the non-probability sampling is preferred for this study as the most appropriate method of sampling. Under the non-probability sampling and based on the explanation of the three types of non-probability sampling, convenience sampling was chosen for this study based on how the participants were chosen. The selection of nine participants was based on the convenience of the office location or their place of work since all of them are based at head office. Also, the time factor and costs were a consideration since NLC has nine offices across the country. Traveling to the provinces to interview the selected participants would be too costly since the offices are spread as far as Cape Town or East London. All these factors support the selection of this method based on the convenience rather than representation. Furthermore, this method is most preferred because representativeness of the sample will not be the primary objective and, as such, the researcher used his own preference and judgement when selecting the sample.

Most of the participants are selected based on the ease with which they can be reached as well as their readiness to participate in the study.

3.7. Research methodology

According to Kumar (2018), research methodology is a technique that researchers follow to arrive at the solution in a manner that is systematic in a study or research problem. Research methodology could also be referred to as a science of studying the way in which research is done or conducted (Bell, 2014). Creswell and Clark (2017) argue that a research methodology, includes a consideration of the logic behind the methods used in the context of a research study and explains why a researcher uses a particular method or technique to allow research results being evaluated either by the researcher and by others.

This section will explore methods that the researcher will use to collect the data as well as the analysis of collected data.

3.7.1. Data collection method

Firstly, Walliman (2012) describes data as pieces of raw information that researchers collect to aid their conclusion on issues or matters. Walliman (2012) explains the collection of data as an old practice that has become much simplified during this information age. Babbie (2013) highlights differences between qualitative data and quantitative data and defines quantitative data as mainly numerical in nature, while qualitative data is collected through the documenting or capturing of events in real time or recording what participants are communicating whether in words, gesture, or action as well as through observing of certain behaviours and conducts by the participants (Neuman, 2014). Qualitative data is generally about people's judgements, their feelings, views, emotions, ideas, beliefs etc. and can only be described in words (Saldaña, 2014).

Data in a qualitative study can be collected through interviews. Bell *et al.* (2018) maintains that interviews are the most appropriate and are useful when collecting qualitative data and are even more suitable when the questions require probing to secure enough data. Interviews entail asking and receiving feedback from the participants and are usually facilitated face-to-face, by mail, through telephone, via emails or even over the internet (Albaum & Smith, 2012). According to Bell *et al.* (2018), an interview is a discussion between people with an intention of getting insight from the interviewee on how he or she feels and views a particular issue or matter under study.

Interviews can further be divided into structured or semi-structured in-depth interviews. Albaum and Smith (2012) highlight that exploratory and qualitative studies mainly use the unstructured direct interviews or semi-structured in-depth interviews. Coghlan (2019) refers to these interviews as continuous and regular personal engagement that takes place between the researcher and the participants with the aim of gaining insight about their lives, experiences as well as any other relevant details. According to Showkat and Pravin (2017), one of the many strengths of in-depth interview is that other than being qualitative in nature, it can generate detailed data than other methods and allows the researcher a chance to collect and improve in the understanding of concepts or themes in the study. Jamshed (2014) highlights those in-depth interviews are the most popular method with both groups and individuals and enjoy maximum benefits out of this technique, interview guides are used to give interview a structure and to keep the interview at the main objective and what the study seeks to achieve. Hollway and Jefferson (2000) opine that an interview does not limit respondents to a set of pre-determined answers (unlike a structured questionnaire). That is why the researcher considered the interviews for this study. Anderson and Poole (2009) assert that the interviewer is free to adapt the interview to capitalise on the special knowledge, experience, or insights of respondents. As well, the scope of the interview would be limited to certain subtopics and the questions would probably be developed in advance (Babbie & Mouton 2001; Singleton & Straits 2010).

Saldaña (2014) describes an interview guide as a loosely formulated list of priority areas to be covered during the collection of qualitative data, which helps in making sure that issues of interest are covered in the discussion and in cross-referencing the responses from the participants. Muringani (2015) argues that this technique has an advantage over the others as it provides the interviewer a chance to check if the participant has given enough responses and offers an opportunity to further explain or clarify the questions.

The data was collected from nine employees working at the NLC Head Office. After an interview with the fifth participants, it became evident that the data had reached saturation point as no new information was emerging from the other four participants that were sampled. Data saturation is defined as the point during the data collection and analysis stages where data is no longer producing new information (Given, 2015). Hence, no new information was emerging from the interviews with the remaining four participants. This is in line with

Mandal's (2018) assertion that one of the methods that can be used to reach data saturation is in-depth interviews.

The participants were junior and senior employees at NLC and are identified as participant 1 – 5. The biographical data of both the senior and junior NLC employees includes information such as the number of years each employee has worked at NLC and the position they hold. This information was sought for the sole purpose of giving information on their career backgrounds with the view of generating suggestions, implications, and suppositions in relation to how they perceive the role of employees at National Lotteries Commission (NLC) in building and advocating for the organisational brand.

3.7.2. Data preparation

Data was recorded using a mobile phone as a recording device and this helped in ensuring that the voices of the participants could be heard clearly, and that no data would be lost. Before the recording of the interview sessions with the participants, permission was sought and secured through a signed consent form. The use of a scribe book to aid the audio recording as a means of data collection provided backup. Theron (2015) asserts that it is at this stage that a decision is made on whether to transcribe data verbatim or just provide the core of what the participant conveyed during interview. In this study, verbatim transcription of the responses from the interview began immediately.

With verbatim transcription, data was listened to repeatedly to ensure that the researcher became acquainted with the data for the purpose of analysis and interpretation. To capture the text that could not be easily transcribed, transcription notation symbols, comments and the taking of field notes were used to gain as much information as possible. Before the process of coding began, where units of meaning could be identified or labelled, the transcribed text and field notes were thoroughly read to obtain an overall and comprehensive impression of the content and context.

3.7.3. Data analysis method

Babin and Zikmund (2016) describe data analysis as the way of capturing, summarising, and rationalizing the collected data for better understanding. They further highlight that data analysis involves scrutinising similar patterns and trends and drawing a summary from the findings. When analysing quantitative data, which is mainly numerical, mathematical operations are used to investigate their properties (Krippendorff, 2018). Analysis is a process which involves the preparation and organisation of the data that was collected for analysis and then reducing the data into themes through a process of coding, then considering the codes (Creswell, 2013).

Contrary to the analysis of the well formulated statistical technique of quantitative data, analysis of qualitative data is usually challenging due to the soft nature of the data, which include feelings, views, attitude as well as their judgements (Walliman, 2012). Corbin and Strauss (2014) highlight the framework analysis as a qualitative analysis method that is most relevant and appropriate for qualitative and applied study as it takes into consideration such issues as specific questions to be asked, a limited time and finance factors, a pre-identified sample as well as any other prior matters. Lastly, Maitoza (2018) indicates that when using this method, data is examined, charted, and sorted in accordance with key issues and themes using five steps: namely familiarization, identifying a thematic framework, indexing, charting, mapping, and interpretation.

3.7.3.1. Thematic analysis

Kiger and Varpio (2020:846) define thematic analysis as "that one method of analysis that is highly popular although less understood". This method is very helpful, and researchers can access it easily, however researchers experience confusion with philosophical grounding and less accuracy has made the use and acceptance challenging amongst the researchers. Thematic analysis as a suitable and appropriate approach that is qualitative in nature that researchers can apply when dealing with research groups and when huge data sets that is qualitative is being analysed (Nowell, Norris, White & Moules, 2017). Braun and Clarke (2006) express that thematic analysis provides an approach that researchers can easily access and is theoretically flexible in nature and form. This approach is not clearly categorized and is not generally accepted although vastly applied in the study. (Guest *et al.,* 2011) Thematic analysis as in grounded theory and development of a cultural models, demands that the researcher be more committed and dedicated and be good with data interpretation. It is much more than just counting the number of words in a study, but rather concerns itself with the identification and description of the ideas in a more implied as well as clearly (Guest *et al.,* 2011). Thematic analysis is more concerned with reliability compared to the other world-based data analysis as thematic demands more and better interpretation and defining of the data. According to Nowell *et al*. (2017), there are very limited advanced instruments available that those conducting the study can use when conducting thematic analysis that is both strict and appropriate even though examples on how to run the qualitative research are there. Thematic analysis can be conducted using decision trails that are auditable as well as giving directions to interpretation and representation of original data (Nowell *et al*., 2017).

Braun and Clarke (2006) list some of the advantages of using thematic analysis as being largely adaptable method that researchers can change and edit to accommodate various studies while offering data that is comprehensive as well as sophisticated. Thematic analysis is one of the most easily accessible methods especially for the novice who is new in the research field. This method is easy to learn and understand. Lastly, according to Braun and Clarke (2006), thematic analysis is also very helpful when huge set of data needs to be summarised.

Listing the disadvantages for this method, Braun and Clarke (2006) highlight that when researchers begin to compare thematic analysis with other methods of analysis, it becomes evident that this method is restrictive and has very limited data that is pre-existing and this may intimidate a researcher who is new in the research field. According to Braun and Clarke (2006), this method further disadvantages the researcher in that it denies them to lay claims about the use of languages. Braun and Clarke (2012) assert that this method has limited developmental and existing literature.

According to Caulfield (2020), there are six steps in thematic data analysis, and they are discussed below:

The first step in thematic analysis according to Caulfield (2020) is familiarization which is one of most important steps in thematic analysis as it entails getting thorough understanding of data collected which include audio transcribing, reading of text or contents, taking notes, and re-reading and re-looking of data to get more familiar with it. Following familiarisation of data, the second step is called coding, which entails that data is marked into labels or codes to explain the research content (Caulfield, 2020). All data collected is generated into themes which consist of verifying the created codes in step 2 to determine themes that are mainly wider as compared to codes, therefore called generating themes as explained by (Caulfield, 2020). The fourth step according to Caulfield (2020) is called reviewing which include reviewing themes to ensure that the themes represent the data correctly and accurately. Furthermore, the step includes referring to the data set and draw comparison with the themes. Step five consists of defining and naming of themes according to their names to easily understand them. Lastly, the researcher proceeds to the final stage of writing up of the report. Caulfield (2020) explain that this stage consists of writing up the findings from the analysis of data which includes an introduction, research questions, aims, and approach. This includes the approach section to describe the collection of data process therefore explaining how thematic analysis was conducted (Caulfield, 2020).

3.7.3.2 Data coding

When data transcribing was completed, structured and manageable segments were assigned to the data through a process called data coding. Creswell (2015:61) defines data coding as “the process through which the collected qualitative data is stripped apart to gain insight into what they mean and then fashion them again into segments that can be understood with ease and simplicity”. In addition, Linneberg and Korsgaard (2019) describe data coding as the significant instrument that a researcher uses to transform the collected raw data into a story that can be easily communicated and trusted. One of the most fundamental objectives of data coding is for the researcher to gain thorough comprehension of the collected data, to repeatedly read it and organise it into material that can be presented as a report (Elliot, 2018). According to Linenberg and Korsgaard (2019), coding involves examining a coherent portion of empirical material – a word, a paragraph, a page – and labelling it with a word or short phrase that summarises its content. In addition, Linenberg and Korsgaard (2019) indicate that when analysing qualitative data, coding assists in reducing the large amount of information or data into data segments that are readily and easily accessible for analysis, while simultaneously improving the quality of the analysis and findings. Coding in its most basic form is the simple operation of identifying segments of meaning in the data and labelling them with a code, which can be defined as “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” (Linenberg & Korsgaard, 2019). Linenberg and Korsgaard (2019) point out that coding can be divided into three categories including deductive, inductive, and mixed and they are briefly explained below.

A code is a topic or idea that is discussed by interviewees and can be identified through reading data (Collins, 2010). Method of coding permits a researcher to identify and label repeated patterns and issues that may have appeared after data sorting and classify them as themes. For this study, coding was done manually, and themes were refined and organised into features consisting of main and sub themes. Braun and Clarke (2006) indicate that the researcher will then report on the defined and labelled themes.

There are three approaches to coding as discussed below:

3.7.3.*3*. Deductive approach

With a deductive approach, a list of codes is defined in advance and is organised into frames before real coding commences (Miles, Huberman & Saldana, 2014). This helps to focus the coding on those issues that are known to be important in the existing literature, and it is often related to theory testing or theory refinement (Miles *et al*., 2014). According to Linneberg and Korsgaard (2019), this approach presents a fundamental advantage of being highly true to the data but also presents a risk to the same process as it could become very complicated, and an inexperienced researcher may lose focus.

3.7.3.4. Inductive approach

With the inductive approach, codes are developed or formed directly from the collected data (Linneberg & Korsgaard, 2019). Furthermore, codes are developed from the collected data by using similar or exact words, terms, and phrases that the participants used during the interviews instead of theoretical terms and the vocabulary of the researcher (Linneberg & Korsgaard, 2019). In this way codes are not lost or divorced from the responses of participants and the researcher is able to thus maintain the lived experiences of participants rather than the ideas and prior understandings of the researcher (Linneberg & Korsgaard, 2019).

Based on the definition of inductive analysis, the study adopted this approach to analyse the collected data. Thomas (2006) referred to inductive analysis as an approach that skilfully utilises more detailed readings of raw data to extract useful concepts, themes, or a model through interpretations made from the raw data by the researcher.

3.7.3.5. Mixed approach

A mixed or blended approach is a very popular approach that incorporates or combines both the deductive and the inductive approach. (Graebner, Martin & Roundy, 2012). The concept of mixed approach combines the use of a theoretical framework as well as an empirical framework which results in the adoption and use of both inductive and deductive methods in line with the demand of the data being analysed. This is based on the premise that the researcher has an advantage of moving between data as well as theory (Pierce 1978 as cited in Linneberg, Mai, Korsgaard, & Steffen 2019).

3.7.3.6. Types of coding

Coding for this study was conducted manually. Coding can further be divided into three types listed and discussed below:

- **Thematic coding**

Maguire and Delahunt (2017) define thematic analysis as the process in which patterns or themes are identified within qualitative data. The main objective of thematic coding is to reveal themes, i.e., patterns in the data that are important or interesting, and use these themes to address the research or say something about an issue. Thematic analysis is not just about providing a summary of the collected data but rather interpreting and making sense of collected data (Clarke & Braun, 2013).

Clarke and Braun (2013) warn against a fundamental mistake that researchers could commit when conducting data coding and that is adopting interview questions as themes. In defining thematic or axial analysis, Daly, Kellehear and Gliksman (1997) refer to the process as a search for themes that comes out as the most fundamental description of a phenomenon. This process entails identification of themes through reading and re-reading of the data, and it involves the forming of pattern recognition within the data with these themes becoming the categories for analysis (Daly *et al.*, 1997).

For this study, thematic coding was chosen as the most preferred method. This was because the data collected from the participants was studied and reviewed repeatedly so that themes (presented below) were established, and these themes assisted in analysing the collected data.

Furthermore, coding is not only restricted to thematic but rather extend to open and theoretical which is most appropriate for the grounded theory.

- **Open coding**

According to Saldaña (2013), with open coding, data is reviewed and read repeatedly. Following this, labels are then created to establish meaning from the information that the participants provided and revealed during the interviews (Saldaña, 2013). Open coding could also be compared to summarising that which is being observed by the researcher, whereby the researcher listens to participants' responses and assigns labels to the segmented data (Saldaña, 2013).

- **Theoretical/selective coding**

Theoretical coding is the process of select the theoretical codes or core categories that functions like an umbrella that covers all codes and categories (Saldaña, 2013). Theoretical coding takes place at the end of the study and often codes that have proved to be useful are used. The aim is to refine the codes and/or to refine the theory (Saldaña, 2013).

3.7.3.7. Identification of codes

The transcripts were continuously and repeatedly studied to identify themes and categories. After this, more reading and coding of the transcripts were conducted to see if more major themes would emerge. Segments of interview scripts were coded, enabling the emergence of themes, and the documentation of relationships between themes. This process allowed for at least five themes with some sub-themes to emerge from the data. The themes and sub-themes are presented in the table below with more detailed discussion following thereafter.

Table 2: themes and codes

1	**Main Theme**	**Perceived Roles = PR**	**Codes**
	Sub-theme 1 Employees = E		Design, inputs, colour section, active participation, colour selection, comments
	Sub-Theme 2 Management = M		Strategic, oversight, management, creative, initiatives, transition, quick process,
2	**Main Theme**	**Change Management = CM**	**Codes**
	Sub-theme 1 Communication = C		Workshops, presentations, emails, flyers, notices, staff surveys, staff meetings, induction and education
	Sub-theme 2 Staff engagement = SE		Employees buy in, sense of ownership, discussion, contribution, involvement, contribution
3	**Main Theme**	**Brand Building Attributes= BBA**	**Codes**
	Sub-Theme 1 Employees Attitudes = EA		Commitment to the brand, commitment to service quality, willingness to take brand building initiative, job satisfaction, willingness to improve brand knowledge
	Sub-theme 2 Client service = CS		Customer experience, service experience, employees conduct, customer centric, deliver on brand promise
	Main Theme	**Brand Advocacy = BA**	**Codes**

4	**Sub-Theme 1** Pride = P	Giving back to community, Unique services to the nation, Employer of choice, Proud of work, better brand
	Sub-Theme 2 Ambassadors = A	Reputation, image, brand acceptance, word of mouth, living the brand, not shy, volunteer, sell the brand
5	Theme 5: Process review = PR	Codes
	Sub-theme 1: Improvement = I	Better employees' participation, enhanced communication, improved stakeholder involvement, suggestion box, notice board, dedicated email addresses,

3.7.4. Data interpretation

Ruckenstein (2014) defines data interpretation as the process or practice of attaching the researcher's own meaning to the collected data in a study and is based on the obvious understanding that data on its own is useless and must be interpreted to have meaning and value and that data interpretation should be complete, fair, accurate value-adding and credible. According to Calzon (2022), data interpretation is also referred to as the method that researchers adopt by using various methods of analysis when reviewing the data to reach appropriate and correct findings and this assist researchers to group, utilise and condense the data in a manner that helps answer important research questions.

Dates and Schoen (s.a.) have listed the following four steps that researchers employ when interpretating data in a study: 1) assemble the information you'll need, 2) develop findings, 3) develop conclusions, and 4) develop recommendations.

Data interpretation is used to assist researchers to understand and comprehend the numerical data that has been gathered, analysed as well as made public. Data interpretation can be divided into qualitative and quantitative methods. According to Calzon (2022), qualitative data interpretation can be described as categorical as the data is explained/defined in a descriptive manner whereas quantitative data analysis can be described as numerical, which is defined as the method of analysing data that is in a numerical format.

3.8. Ethical Considerations

Considering that the study is qualitative and that it involved face to face interviews with real people who are employed by the organisation that is being studied, the issue of ethics became critical to ensure that employees did not just agree to participate but also shared the information and the data freely and voluntarily. To ensure an acceptable level of assurance and guarantees, the following considerations were given to issues of ethics.

3.8.1. Informed consent

Participants agreed to participate in the study out of their own free will and were not coerced; but to ensure that the process was formalised, all the participants signed informed consent forms to allow the researcher permission to collect and share the information at the discretion of the researcher without compromising the confidentiality.

3.8.2. Confidentiality

For this study and to ensure that the participants were at ease and to encourage full participation, the informed consent form that the participants signed included a clause giving assurance through a guarantee that the information they shared would be treated with absolute confidentiality. The confidentiality and protection of information clause is meant to protect the vulnerability of employees especially where their views differed from those of their principals.

3.8.3. Candidate confidentiality

Adding to the confidentiality clause that the participants signed, one more ethical consideration that had to be satisfied was the protection of the names or identities of the participants. Though the names of the participants are known to the researcher, they will not be revealed anywhere in the study. Employees were referred to as “participants” with numbers assigned to each to ensure strict confidentiality.

3.9. Trustworthiness

The trustworthiness was ensured by complying and applying the principles of trustworthiness, as outlined by Lincoln and Guba (1985 as cited in Polit and Beck 2014), which are credibility, transferability, dependability, and confirmability. The credibility of this study, namely, that the respondents provided truthful answers to the questions, the confidentiality of the respondents was guaranteed; and, furthermore, that the interpretation of the data was truthful and free from manipulation and opinion of the researcher.

In this study, transferability was ensured by applying exact and clear description of the methodologies applied in this study to ensure that this methodology could further be applied to studies of similar nature even though the purpose would be to avoid duplication of studies.

In this study, dependability was ensured through the guarantee offered that presented the study as being of higher standard with equally high integrity. This was aided by the integration and transition between data collection, analysis and theory application derived from theoretical framework. Dependability relates to intercoder reliability which, according to O'Connor and Joffe (2020), is the most suitable when the researcher seeks to classify the data that is being analysed at a nominal level and this is commonly applied when the study is qualitative in nature. O'Connor and Joffe (2020) define intracoder reliability as the level of uniformity of coding that is derived when a researcher codes the same data at different times. This is based on the premise that when the same researcher revisits the data later and at an alternate time, will the coding applied remain same. When the researcher seeks flexibility when coding, the intracoding reliability is the most appropriate (O'Connor & 2020). O'Connor and Joffe (2020) highlight that the ICR is most preferred when the researcher wants to assess the strength of the coding frame and application the calculation of the ICR could be conducted at the coding phase when conducting qualitative analysis.

The last dimension speaks to confirmability of the data. To ensure the confirmability of this study, the identification of the relationship between the data as collected and the interpretation was truthful. Other elements such as data coding and analysis as well as interpretation was presented in the study in details and in a manner that is transparent.

3.10. Conclusion

In this chapter the focus was on exploring the research design as well as the research methodology to be employed during the study, which has an influence on the analysis of data as well. The selection of the research design, whether quantitative, qualitative and/or mixed was discussed. Furthermore, interpretive philosophy or paradigm was chosen over the other philosophies. Finally, the methodology applied allowed for an opportunity to effectively investigate the perceived role of NLC employees during the rebranding process. The discussion in chapter 3 has paved the way for chapter 4 of the study, which focuses mainly on the results of the study and interpretation thereof.

CHAPTER 4: RESULTS PRESENTATION

4.1. Introduction

In this chapter, the results from the interview conducted with five of NLC employees will be presented according to the themes that emerged. Five themes were identified, and they will be presented in a format that addresses the research questions. After importing the transcribed primary data from the 6 interviews, five key themes were identified using an open coding system, and are presented below:

- Perceived roles
- Change management.
- Brand building attributes
- Brand advocacy
- Process review

4.2. Theme 1: Perceived roles

This theme looks at what role participants believe they should have been allowed to play by management as well as what role was supposed to be played by management in the entire process of organisational brand change and brand building. The fundamental question from this theme is what participants think should be the level of their participation in the process and not whether they are right or wrong to believe so. The theme has the following two sub-themes that are discussed below:

4.2.1. Sub-theme 1: Employees’ perceptions

Following responses and analysis above, participants were further asked about their perception on what employees are supposed to do when an organisation they work for is undergoing a rebranding process. This was to understand what participants perceive should be their role in the entire rebranding process. This perception was based on the assertion that because no formal and official communication was issued outlining the role of employees during the rebranding process, except for the Marketing and Communications department, which is the lead department of the campaign, whatever role the staff believe they should have been allowed to play is not official but rather perception. Responses from the participants are based on their perception or experience and not necessarily NLC's official position. Participants responded as follows to the question regarding their roles during the rebranding process:

> *Allow more participation from employees when they design the logo, people should be given a chance to design and input on the design of the logo (participant 1).*
>
> *There are number of stages where employees can participate, not at the legislative phase as it is higher level, on the issues of image, logo and brand which is operational, it cannot be decided by parliament or management only, actively involve and deploy active participation of the entire staff, it will rely on how management takes the staff on (participant 2.)*
>
> *Employees are your brand ambassadors they need to get an opportunity to comment on the new logo, on the colours as they are the people that are going to sell the product they are important because you need their buy in if not, they might not own up to the change or the brand because they feel left out, even if you know that it will not make much difference, you still need to know how they feel (participant 3).*

From the responses given above, participants1, 2 and 3 gave almost similar responses. They all believe that during the rebranding process in an organisation, employees should be involved in deciding the logo, image and colours that will make up the new corporate identity. The first Participant went even to the point of suggesting that employees should be allowed a chance to not just input but to design the logo were possible. Participant number two feels that in all operational matters relating to the process, like giving input on the logo, colour and image, employees should be involved and allowed to participate all the way. Interestingly, participant 3 expressed the view that the reason that employees' views on logo design and colours used should be sought was to get the buy-in from employees and to also get them to own the process. This perception or expectation by the participants 1, 2 and 3 is in alignment with the view by Heding, Knudtzen and Bjerre (2015) of encouraging the employees to live the brand and become co-creators of the brand if allowed an opportunity to input on the rebranding process including influencing the designs of the new brand.

Participant number five on the other hand gave a more elaborate answer. Though participant agreed with participant number one, two and three on the role of and participation by the employees during the process and on the issue of inputs on the logo and colours, she looked at the issue from where it all begins and not just at the logo design and colour choice phase. The participant felt that right at the beginning of the process, management should involve the staff, including asking for inputs or views from employees regarding the reason for rebranding and what the changes will mean to the entire organisation, including the culture. The participant believed that all this should have been done regardless of the time it would have taken to conclude. Following is the response from participant number five. This view by participant number five agrees with statement by Twiddy (2017) who has highlighted that a brand is considered meaningful if leadership in an organisation is mindful of and values the inputs and contributions of all stakeholders when taking a decision.

> *From the beginning of the process, when the process start, engage the staff members, this is what we are currently doing, what do you think, can we get the inputs, this is the phase that we are currently at, we are trying to, create a culture where we come together and talk about issue that are affecting staff members, especially if this involve all of us, this is who we are, National Lotteries Commission, the colours, this is who we are so that we get to own it as we move along. Now some staff members will not take ownership, we would give it name. like I have heard along the passage they would call it chappies, because it represented the colours of other brands like chappies. So, it's like a person would say what were they thinking when they chose those colours. Couldn't we have contributed in terms of how it looks like, yes, involved, lets us debate, now we are at the phase of choosing colours, I know it would have taken longer but maybe it would have been worth it to give a chance to staff members, however long (participant 5).*

Participant number four, though not as explicit in the response as the other four participants, also had a view on the matter. In responding, the participant suggests that management were forced to allow the staff to participate in the process through brand management programmes after the rebranding process as a way of introducing the changes and getting the employees to accept the new culture that was brought about by the changes. The participant's view was that things should have been done right from the beginning, suggesting that things were therefore not done right. The participant's view was that management missed an opportunity by not involving and asking for participation from the employees in the process. Below is participant's response to the matter:

> *What did we not do right? if we had done this right from the beginning, why did we need to have brand management programmes to introduce or get people to accept the*

culture on new brand? had we done things properly, people were treated with kid gloves from the beginning, it would not have been necessary, we missed the boat as far as doing everything right (participant 4).

From the responses given by the participants on this sub-theme, the participants overwhelmingly agree that there is a role for employees to fulfil during the rebranding process in an organisation, although their answers on the specific roles were based on perception and not necessarily on facts. This views by the participants agrees fully with the assertions by Bowen (2016) who believes that both frontline and back-office employees play central roles in consumer experience since they construct the environment and relationship quality as important factors of service quality which in turn help build an organisational brand.

4.2.2. Sub-theme 2: Management/leadership roles

This sub-theme follows up on the employees' perception mentioned above and with special focus being the role that management or leadership should assume during the entire rebranding process. The theme emanates from participants' responses to the question on how the process should have been handled by management, with special focus on their roles in the process.

In their responses, participants 4 and 5 both seemed to agree in their assessment of the role that management played during the process as they believed that more could have been done from the management's side in managing the process and the changes that were happening. Participants had this to say respectively:

The transition was good; it had to be done, lots of people are resistant to change. I think the manner at which it was done it caught people off guard, when making changes, you must transition it slowly and not just put out there for people to accept when a decision is made by the power that be the process/brand was not accepted very well by the employees (participant 4).

At first it caused a little bit of instability, people got anxious about the change, we were not sure about what was going to change, but how it unfolded, it was quick process, I would say rushed in a way. But it left some of us appreciative of what brand, new name is all about. But it could have been nice if staff members were involved in the process if naming the organisation (participant 5).

The feelings by participants 4 and 5 are in alignment with what Slack and Brandon-Jones (2018) have highlighted when referring to the role of leadership during the rebranding process and they too believe that most fundamental ingredient in managing the perceptions and experiences of external stakeholders about the organisational brand is how well the employees' experiences are managed internally by the leadership of the organisation. Supporting these views as well, M'zungu, Merrilees and Miller (2017) indicate that for a strong brand identity to be achieved in an organisation, leadership must also show support for both internal and external market-oriented brand management needs via institutionalised internal brand management.

Participants 1 and 2 seemed to agree on the role of management or leadership in the rebranding process. Both believed that management played a strategic role of oversight, while providing guidance on how best to solicit inputs and contributions from employees.

> *I see Management's role in the process as that of oversight and guidance while allowing the staff full participation. (Participant 2).*
>
> *According to me, management has a key role to play in the process, they provide a strategic direction while guiding the process, they ensure that all the checks and balances are ticked off including ensuring that everyone in the organisation participate in the process (Participant 1).*

From the answers provided above, though participant 4 agreed that the transition was good and necessary, the participant was not satisfied with how management handled the entire process from start to finish. Participant 4 is of the view that employees were made to accept the changes brought by the process without much choice afforded to them in what she described as a "take it or leave it" attitude. In the same spirit, participant 5 indicated that employees felt anxious about the change as they were not certain about what the changes would mean and bring to them. The participant's view was that had management been pro-active in defining and communicating everyone's roles, the process would have been better appealing and received.

4.3. Theme 2: Change Management

The year 2015 ushered in a significant change in the life of National Lotteries Commission with the complete overhaul of NLB and NLDTF brands to form the NLC brand. The dominant factor in this study is that of brand change and process management and it is because of this that this theme has been highlighted. This theme looks at the management of the brand change in the organisation as well as how management handled the process from conception to completion, regarding issues such as communication as well as the level of staff engagement. It resulted from comments from the participants on how the entire process unfolded leading up to the launch.

This theme focuses mainly on the changes at the NLC that were brought about by the rebranding process as well activities that management and leadership at the National Lotteries Commission should have undertaken to bring the employees on board during the entire process of rebranding in the organisation.

4.3.1. Sub-theme 1: Communication

Communication as the sub-theme also looks at the type of communication used and what communication was available to employees throughout the process, whether verbal or non-verbal. In this sub-theme, the effectiveness of the communication methods as well as the media employed by management was also explored. This sub-theme was developed from the comments made by some employees relating to the medium of communication used as well as the relevance and effectiveness of such a medium. Regarding this sub-theme, participant 1 affirmed that communication was done by management and this communication was delivered in the form of presentations during staff meetings and workshops. According to the participant, these workshops were aimed at getting the inputs from the employees on the process that was unfolding. This participant seemed to be happy with the medium employed in this regard. Here is how the participant expressed his views:

> *Organisation made efforts to communicate with us, there were presentations and workshops we were involved all of us, our inputs were asked individually (Participant 1).*

Participant 2 also concurred with participant 1 and indicated that general staff meetings were conducted as a way of engaging and communicating with employees and this was open for everyone in the organisation. Here is how participant 2 responded to the issue:

> *Not much as an individual employee, but I saw an interest from many employees on the process, the opportunity was open for everybody to participate, general staff meeting was conducted, and provinces connected via video conferencing" (Participant 2).*

This involves informing and revealing the elements to the stakeholders through proper communication, first internally and then externally and this entails educating the staff on brand guidelines and applications Theurer, Tumasjan, Welpe and Lievens (2018) and this assertion is in affirmation with what participants mentioned as they both believe that communication by the management is fundamental in bringing internal stakeholders onboard during the rebranding campaign.

Still on the same sub-theme, the most interesting and elaborate response was from participant 5. Though the answer was rather long, what is of interest in this question of communication is the acknowledgement by the participant that communication from management to employees was done. It is also interesting to note from the response that this acknowledgement of communication by management is not an approval of how the entire process was handled, including the same communication, as the applicant felt that it was not done in a two-way engagement but rather management telling the employees what was happening. Here is how the applicant responded:

> *Specifically, for me when I discovered that we are changing, yes it was communicated, it was more like being told that this is what is happening, this is where we are going, how we will get there we will discover along the way, I was not asked to input on how it would impact me in terms of this changes. So, when we found out it was when everything was being explained or revealed that this is who we are, and these are the colours we are going to adopt. But I don't remember clearly if ever there a process was where I had to say this is where I would like the changes in the organisations, this is the name that I would like to see, this is what I would like to see. I know that this kind of decisions happen at a very strategic level like the board and then it comes to the executives, but then what about us, who are, at the bottom, we didn't get a chance to say this is what we would like to see (Participant 5).*

All the three participants out of the five seem to agree that some level of communication took place from the management to the employees. It might be that the communication was not enough, and that the media used were not completely effective; however, management tried some level of communication, and this is evident from the responses especially from the three participants. Roll (2015) highlights that internal branding also helps the organisation in positioning its brand internally to ensure alignment of brand ideologies both internally and externally as well as ensuring that clients' expectations are realised, and these ideologies must be made known to the employees in an organisation through effective communication.

4.3.2. Sub-theme 2: Staff engagement

This sub-theme includes the level of engagement that management undertook with employees regarding the entire rebranding process. With this sub-theme, the intention of the question was to discover whether participants feel that it was necessary for the employees to be involved in the organisational rebranding, even though the process was being led by the Stakeholder Management, Marketing and Communications department in the organisation. When asked whether the participants believed that management should have involved employees in the process, participants 1, 2, 3 and 5 responded in almost similar fashion and following is how they answered:

> *Yes, absolutely, this will be part of you, working template, organisation clothing and emblem; it's important for an organisation to involve employees, the outcome/product of it, you will feel proud that you were part of it (Participant 1).*
>
> *Brand is not a managerial thing, or sole managerial thing, you must make the employees buy in to the new brand, you must seek a buy in from the employees, don't leave them behind, logo and image of the company is not only for management you don't impose the brand to employees make them part and parcel of the process they must have a sense of ownership of the brand (Participant 2.)*
>
> *I strongly believe that the process must unfold, as management decision making involvement of your stakeholders and your staff is your key stakeholders' decision to rebrand or change organisation name should be discussed from the lowest level up to the highest hierarchy of the organisation it's very important that your employees are involved in the process (Participant 3).*
>
> *I believe because as an organisation we are considered a family and if ever you are a family and there changes that are happening within the organisation why don't you involve the people or family that are within the organisation so that when we participate we grow that passion that I had a say in what it looks like today, I contributed to what is happening, so now it looks like it's their thing, which is the people that had named it, if you do not involve them and it's going to be them and us, so there is going to be a gap of employees and management (Participant 5).*

The views expressed above by four participants (1,2,3,5) is in sync with the views by Drucker (2018) who believe that for an organisation to realise or fulfil its brand promise, it should devote special attention to its most valuable assets – employees through proper engagement. This views further concur with what was highlighted by Xaba (2015) who also expressed that in all organisations, any change in brand, name, sign, or symbol does not only affect the external stakeholders of the brand, but also internal employees, and their level of engagement with the corporate brand is fundamental. Failure by management to fully engage employees during the rebranding stages might results in employees becoming disengaged in the entire process and this might compromise the campaign and this view is supported by (Hejjas, 2017).

Participant 4 had a slightly different view from the rest. Though the participant agreed with employees' engagement and participation, the participant indicated that it should be done to a certain level, but not in every process-related decision. In the response below, especially the last part of the answer, the participant made it clear that as management, it is not recommended to involve employees in too many decisions.

> *There is two sides to the coin, as much you have to respect your staff as they are the key stakeholders, without them there is no NLC, an organisation can only function or be given an identity when it has a staff, there is a very thin line to how far you can involve the staff, as much as it's important to involve staff in decision making, you can't involve them in too much decisions (Participant 4).*

4.4. Theme 3: Brand Building Attributes

This theme seeks to explore what the participants perceive to be the most valuable factors or attributes that contribute to a successful and positive brand image in an organisation. The theme was divided into two sub-themes: employees' attitude and employees' participation, which are discussed below:

4.4.1. Sub-theme 1: Employees Attitude

This sub-theme looks at the attitude of employees as one of the attributes that are considered essential in building the brand in an organisation. According to King and Grace (2005) employees' ability and willingness to provide service in a manner that meets the expectations of the customer is fundamental in building a strong brand and shaping clients' perceptions of service quality.

For this study it is interesting to note that no participant mentioned attitude in their responses as one of the attributes they believe is necessary to build the brand in an organisation, especially during the rebranding process. It is also worth highlighting that this could be partly due to the line of questioning that the study adopted. However, Mazzei and Ravazzani (2015), commenting on the *behavioural identity and branding* approach, explained behavioural branding as the consistent positive meaning transfer through employee behaviour during their interaction with customers. This "inside-out behavioural brand building process" involves the cognitive and emotional involvement, as well as attitudes and intentions of employees (Mazzei & Ravazzani, 2015). This approach includes the brand citizenship concept which advocates that attribute such as commitment to the brand, employees' attitude, commitment to service quality, willingness to take brand building initiative, job satisfaction, willingness to improve brand knowledge and job satisfaction are fundamental for employees during the brand building phase.

4.4.2. Sub-theme 2: Client service

This sub-theme looks at the kind of services that every employee at NLC provides to all the clients who visit NLC offices nationwide. When asked about their views on how brand NLC could be promoted, especially amongst the external stakeholders, participants responded in a way that indicates that they share similar views and sentiments. Participants 1 and 2 gave the following responses, which indicate that every employee has a role to play in building a positive brand image with the stakeholders:

> *I think everyone has a role to play to build the brand NLC in the minds of all our clients, employees can assist with answering clients when they have questions about our services and if you don't know, you can refer the client to a relevant depart so that they could be helped. I see that as me playing my part to promote the brand" (Participant 1).*
>
> *Sometimes what is required of us as employees is not much, just seeing someone just seating or standing at the reception and offering to assist him or her. Or maybe someone wants to know about our services, and you do not have to say that is not my*

department or job. People's attitude needs to change and be willing to assist always (Participant 2).

These views are also shared by Burmann, Jost-Benz and Riley (2009) who indicated that citizenship in an organisation is achieved when employees display the helping behaviour toward fellow colleagues and/or external stakeholder. Burmann *et al*. (2009) expressed that helping behaviour relates to the employee's positive attitude towards his or her work and his or her empathy and responsiveness towards other employees as well as customers of the brand which support the views of treating and responding to clients positively.

Participant 3 expressed that management and people who engage with stakeholders, especially at the NLC Stakeholders Engagement events, should offer good services to the attendees at the event, who are the main clients of NLC. The participant felt that management should engage and have time to talk and attend to the beneficiaries/attendees as this helps to build a positive image of the organisation. These views are evident from the answer below:

When we are at the stakeholder events because we host many events in my department that are dedicated at stakeholders. Everyone who is wearing the NLC T-shirt should be able to assist our beneficiaries when then need any help. Our beneficiaries are our clients; we are here to serve them. Sometimes the problem is with our managers, they just pass and not greet beneficiaries at the events, and I think it is wrong, it doesn't say good about our brand and image (Participant 3).

Participant 4, on the other hand, felt that NLC employees are not assisting the brand, especially when meeting clients who have visited the offices. The participant confessed to witnessing NLC employees passing clients in the waiting area without greeting or stopping to check what the client wants. This conduct contradicts brand congruent behaviour, as explained by Bojanowicz and Hagberg (2017), who argue that an employee of an organisation should communicate and interact with external stakeholders in a manner that promotes the organisation's brand identity and promise. The participant is of the view that the same attitude extends to how employees behave when they are being called on their phones, as phones will just ring unanswered. According to the participant, employees can contribute to brand building just by changing and starting to attend to this behaviour and attitude:

This one is very serious especially here at NLC, people just pass the clients seating at the reception without even greeting them, imagine what that do to the person, that

> *person might not speak good thing about us with other people. I know we are not all trained on client services, but we can all practice the spirit of Ubuntu and not just pass people. Sometimes it's with a phone, staff need to work on attitude towards phone and answer when phone is ringing because it could be the client wanting assistance (Participant 4).*

Lastly, participant 5 also concurred with others in that employees have the power to build or kill the brand. This participant indicated that though not everyone has an equal chance and opportunity to engage directly with the public, when that one moment arrives, staff should help the clients with a welcoming attitude. The concern from the participant was that when people speak negatively of the organisation, it affects everyone and as such it should be everyone's predisposition to assist clients. This is how the participant framed the response:

> *Not all of us get to interact with the public due to the nature of our job, but maybe that one chance that I get to talk or assist the client I could do so with smile and not say is not my job. I think all of us including our leadership we could do something to help promote or build our beautiful brand. I think we must understand that when people talk bad about the brand, they are talking about us as employees. No one can say it doesn't affect them when the brand is negative, it affects us all (Participant 5).*

The views expressed by all the participants on this issue are in alignment with the views expressed by Bojanowicz and Hagberg (2017), Gill-Simmen, MacInnis, Eisingerick and Park (2018) and Darbi (2016), all of whom believe that employees of an organisation should communicate and interact with external stakeholders in reference to the organisation's brand identity and promise, and that employees can make attempts to assist external stakeholders when making a buying choice. Lastly, another view which supports the views of the participants is that employees of an organisation should not be restricted to job description but can also get involved and deliberately and proactively participle in building and growing the organisation's brand.

4.5. Theme 4: Brand advocacy

The fourth theme is advocacy, which focuses on whether employees would be willing to be an extension of organisational marketing personnel in publicising and promoting the organisation and its services to external stakeholders when opportunities arise. From this theme, two sub-themes emerged and are discussed below.

4.5.1. Sub-theme 1: Pride

This sub-theme is about how employees feel about the organisation as the brand as well as its service offering. Furthermore, the sub-theme explores whether participants' feelings towards the brand would make them speak positively about the brand to the stakeholders, both internal and external, when an opportunity presents itself. This sub-theme emanates from participants' many comments about how NLC as an organisation is doing great work in uplifting communities through its NGO grant funding model. The sub-theme comes from participants' comments on the feelings they had about the old (NLB and NLDTF) brand as well as the newly adopted NLC brand and their level of attachment to the brands. The response from participant 5 to this issue was:

> *You know I get so proud, like over the weekend I was in Eastern Cape, and I saw our logo in one of the schools. I was impressed. I said wow; look at the work we do, look at the impact of what we do (Participant 5).*

Participants 1 and 2 same as participant 5, are also proud of brand NLC.

> *Yes, I am quite proud, we are giving back to the community (Participant 1).*

> *Yes, I am proud, it provides a unique service to the nation (Participant 2).*

> *NLC is an employer of choice, my stay here has had some challenges, but I will still give it more chance, I intend to stay longer (Participant 3).*

From the responses of the four participants above, which are all clear and in affirmation, it is also worth noting that they all gave various reasons why they are proud of the brand. All of them indicated that the service that the organisation is providing to different communities makes them proud of their association with the brand. The views of the participants on this issue of brand pride are in support of the views by de Bruin (2014) who suggests that the rationale for treating the employees as customers and consumers of the organisation's offering is based on the premise that happy employees will ultimately translate into happy and satisfied internal stakeholders and/or brand ambassadors.

Lastly and following the brand pride above, participants went further and indicated their love for the new brand compared to the old one. Though it has been one of the major concerns for the leadership that employees who have been with the organisation for much longer might have developed affection and emotional attachment to the old brand and would naturally reject and or be resistant to the changes that will be coming with new brand, this was the case with only one participant. Participant 5 liked the old black and white NLB logo despite any other things going on in the organisation. It is very interesting and worth recording that participant 5 who did not agree with new brand, was also the oldest participant in the interview list. The participant also highlighted the fact that it could be that she has already developed emotional attachment to the old brand and hence she was not readily accepting of the new brand.

The other four participants, though they have been with the organization for just over five years, did not develop emotional attachment to the old brand to such an extent that they could not welcome the new brand. Participants welcomed the new brand, and they were happy with final design, look and feel. Referring to people employed in an organisation, Slack, Corlett and Morris (2015) highlights those members of staff that chooses to do good by the stakeholders without being forced or paid do so in acknowledgement that social benefits for their own personal engagement including both social and economic gains to the business.

4.5.2. Sub-theme 2: Ambassadors

The second sub-theme is brand ambassadors. This sub-theme is about whether employees would be willing to be an extension of organisational marketing personnel in publicising and promoting the organisation and services to the external stakeholders, whether they are at work or at home during their non-working days and time. This goes deeper than just a feeling, as it is an expectation that employees will live the brand voluntarily without expecting further compensation beyond their salaries. This sub-theme resulted from some responses from the participants, with one participant indicating that he is not shy to talk about the organisation. Participant 1, from his answer below, shows that he already, voluntarily and of his own free will, assists and advises stakeholder in the spirit of ambassadorship. Furthermore, and interestingly, the participant promises to continue the practice.

> *I do give advises (sic) and assistance to stakeholders, I will continue without expecting payment (Participant 1)*

Participant 3 gives a very convincing response to the same question by indicating that they have already started the work of selling the brand to stakeholders. The participant is already living as an ambassador of the NLC brand. The participant lives the brand everywhere and every time even when not at work or during weekends. Below is how the participant responded to the question:

> *I am definitely a NLC brand ambassador, I live the NLC wherever I am, I am not shy to tell the people that I work for NLC. It doesn't matter whether its Saturday or Sunday, when I get the change to sell the NLC brand I do it (Participant 3).*

Participant 5 was not just proud but was always ready to stand for and to improve the brand image even in instances where reward and payment were not attached to the efforts. Participant 5 had this to say:

> *I am very proud of our brand because of the work that we stand for helping the need. So anytime any day I would volunteer to stand for brand and help improve the brand" (Participant 5).*

View by participant 3 and 5 concurs with what Kemp, Childers and Williams (2012) highlighted when he argued that stakeholders who have become attached to the efforts made in branding a product can be converted to 'promoters' which in turn could enhance brand acceptance and adoption by others.

One of the interesting responses was from participant 2. In his answer, participant 2 drew a distinction between NLC as the brand and the people that are leading the organisation (management). With NLC brand separated from the management, participant 2 would be willing to advocate for the brand. The participant further put a condition that the ambassadorial actions and behaviour were guaranteed if some of the management, "dead wood" as participant 2 referred to them, were no longer in the employ of the organisation as they were liabilities to the brand. Other participants did not go as far as drawing this distinction.

> *Look is deceiving, NLC as a brand is an organisation that I can put my head on the block for, NLC from managerial point of view need an overhaul or cleaning, brand can do better without some of the people who are at the managerial, I could advocate for the NLC brand on the condition that you get rid of some of the dead wood, people who are liabilities from management (Participant 2)*

Lastly, participant 4 cautioned about the wrong people talking about the organisation. The participant defined “wrong people” as the employees who are not happy and are disgruntled about something. According to the participant, unhappy employees do not make good evangelists as they might say things they are not supposed to say to the people. According to the participant, brand ambassadors must be people who volunteer to be and should not be coerced.

> *It depends on who you are sharing the information with, you don’t want the wrong people you have in the organisation to be an ambassador. If you are disgruntled employee, you might say wrong people to people. Happy employees make good ambassadors; you must want to be an ambassador (Participant 4)*

Responses from participants 1, 2, 3 and 5 are a clear affirmation that not only are the participants willing to advocate for the NLC brand, but they are already doing it and living the brand voluntarily without being asked by the management. These participants hold the same views as expressed by Roberts and Alpert (2015) who concur that proud and happy employees of an organisation are willing to speak positively of the organisation’s brand, which also serves as a form of publicity amongst current and prospective clients. These views are further affirmed by Burman *et al.* (2009) who argue that proud and happy employees display brand enthusiasm which relates to the employee's ability to take additional initiatives, outside the line of duty in brand-related matters.

4.6. Theme 5: Process review

The last theme for this study is process review. With this theme, the interest is on the participants’ comments on how the entire rebranding process should have been and more importantly how it should be managed in the future. When some participants commented that more could be done and that involvement of staff could be improved, this resulted in the need for this theme. For example, there was a response from participant 2 on question three indicating that *“NLC can do more to communicate”.* This was in reference to the rebranding process undertaken by the organisation. From this theme, one sub-theme emerged and further discussion on it follows below.

4.6.1. Sub-theme 1 – Improvement

Still in question 3, one of the participants commented that management could have "*Put more when they design the logo, people should be given a chance to design and input on the design of the logo"* and this resulted in the formation of process improvement as a sub-theme that seeks to address this view. This response suggests that the participants feel that there is more that could be done to improve the process for future campaigns of similar nature. The participant also goes to the extent of suggesting some of the things that management could do in this regard. According to the participant, management should give more opportunities to the employees to give input on the process.

Focusing on employee participation, participant 2, same as participant 1, had some recommendations as well for the leadership for future campaigns. What is interesting to note though from participant 2 is that the participant acknowledged that the process was fair and that employees were involved in a manner that does not leave anyone out. Still on the same response, the participant admitted that more could be done to improve the process and recommended that more and better communication should be done. The participant's view on the improvement of the process was that management should communicate more with employees on the matter pertaining to the changes, especially when those changes will affect the entire organisation. Here is how the participant responded to the question:

> *It was fair, it was done in a way it must be done, involvement of employees was not discriminative everyone had interest in the image of the organisation, more could be done. NLC image is nice, from the impact point of view the NLC can do more to communicate (Participant 2)*

Participant 4 chose to remain silent on this issue and as such offered no comment as seen below.

> *No comment (Participant 4)*

The response from participant 3 was a bit long and elaborate. The participant agreed with other participants that the process could be improved. The participant suggested that the management had to ensure that employees were involved as they are key stakeholders in the process. However, participant could not detail how the involvement of the staff could be improved, as seen in the answer below:

The top is chosen, is important as it will assist the management to understand its own stakeholders. I think the NLC still need to understand the key role of its internal stakeholders they are not just here to get salaries, they are key stakeholders in the decision making, anything that the NLC is involved in that can affect the brand, they need to ensure that throughout, they involve their employees (Participant 3)

Lastly, participant 5 took a rather a strange position on this issue. The participant was non-committal in providing advice and recommendations to the management. The participant appeared to be divorced from the possibility of management even taking the recommendations, let alone acting on them. It is no wonder the participant's advice was for the employees to accept the organisation with its challenges and unite in making the NLC work. Other participants at least offered some advice and recommendations on how the process could be improved to yield better results going forward, except for this last participant. Following is how the participant framed the answer:

As employees we go up and down in term of what is happening in the organisation, we are not getting involved, yes, they don't involve us, you get disgruntled, but we must get over that phase and stand together to make our organisation and our company, like the logo work. It does change from time to time, today we are not happy tomorrow we will be happy, but what is important is what we are standing for as an organisation which is NLC (Participant 5).

The first approach acknowledges that re-branding is a fundamental and necessary process in achieving business growth and argues that rebranding enables the brand to evolve and keep up with the changing times, needs and environment (Munyoro, 2014). This view by Munyoro is in line with views and feelings by the participants who first acknowledge that the rebranding process is necessary in any growing organisation and that employee's engagement should be improved if management seeks to better the engagement and the outcome of the campaign.

4.7. Conclusion

In this chapter, the discussion centred on the collection of data, preparation of the collected data, coding, analysis of data as well as the interpretation of the data as collected from the participants. Furthermore, this chapter discussed the ethical considerations that might impact the collection, validity, and authenticity of collected data.

Lastly, because the nature of the study is qualitative, for better analysis, the study had to rely on the themes and sub-themes. To aid with the analysis, data was arranged into five themes that emerged from the responses from the participants. From these themes, further sub-themes emerged to assist with the analysis of the data. The themes covered ranged from stakeholder roles, change, brand building attributes, brand advocacy as well as the review of the entire branding process for future improvement.

CHAPTER 5 DISCUSSION OF THE RESULTS

5.1. Introduction

In chapter four, themes emerged from the data collected and were used to aid the analysis of the collected data. This chapter will discuss the findings in line with four research questions of this study.

5.2. Findings

The main problem that the study sought to address was that the management of the NLC, after a sizable investment in the process of rebranding from NLB to NLC in 2015, felt that much still needed to be done to get the internal stakeholders (employees) behind the new brand and for employees to fully support the brand repositioning efforts and plans in line with the organisational strategy. As a result of this, the role played by the leadership and the employees before, during and after the rebranding campaign was brought to the spotlight as well as the process of turning the staff members into proud brand representatives, especially those staff members who have been with the organisation many years and may have grown emotionally attached to the NLB brand over the years.

The research findings below are presented in line with the four research questions outlined in chapter one of this study.

5.2.1. How do NLC employees perceive their role in building the organisational brand during the rebranding phase? (Roles)

Before the rebranding process began, it is evident that the participants had certain expectation of what their role would be in the entire process and from the interviews, it seems that these expectations were largely unfulfilled. This expectation was in line with the view presented by Wallace, Lings, Cameron and Sheldon (2014) who argue that employees are an integral part of the brand building process in any organisation and that their conduct can support the advertised brand promises or messages or negatively impact the brand promises and messages that are being communicated externally. All five participants believe that participation of staff in the process is non-negotiable, and that staff should be allowed to play a role in the rebranding process right from the onset. This belief is so deeply imbedded in the participants that not only do they feel that they need to be involved in the process, but also have views on the role they should be allowed to play. Participants feel that they should have been allowed to give input or contribute to the design as well as the look and feel of the new brand. Failure by management to understand this expectation from employees and to react accordingly will subject the process to unnecessary criticism by key stakeholders and might influence their acceptance of the new brand, which might result in the process being a failure and not achieving its intended objectives. This finding is consistent with the work of Kemp *et al*. (2012) who argue that internal stakeholders who give inputs on the branding of the products and services can be converted to 'promoters' which in turn could enhance brand acceptance and adoption by others. In addition, Beverland, Wilner and Micheli (2015) state that failure of internal stakeholders to familiarise themselves with the concept of brand identity might result in employees undermining all the marketing and advertising efforts and expectations with their words and actions.

5.2.2. Management/Leadership Role - What do employees believe the role of management should be?

According to Twiddy (2017) brand is considered meaningful if leadership in an organisation is mindful of and values the inputs and contributions of all stakeholders when taking a decision. This suggest that management has an intentional and deliberate role to play in ensuring full and meaningful participation of the employees in the rebranding process. This is also evident from the responses provided by the participants. None of the participants dispute the fact that one of the many roles of management is to seek ways and means of involving employees as key stakeholders in the process. According to the participants, management should be creative in devising engaging platforms where employees' views and inputs can be sought and incorporated into the overall process. This is in line with an assertion by Xaba, (2015) who argues that in any organisation, any change in brand, name, sign, or symbol does not only affect the external stakeholders of the brand, but also internal employees and therefore their level of engagement with the corporate brand is fundamental. Participants felt that management's role in the process should have been strategic. They felt that management's role in the process should be more of oversight and guidance and not dictatorship or forcing changes on the staff. One view that came out from the participants is that management, in managing the change of brand in the organization, should never ignore the views and inputs from the employees.

Participants indicated that for the process to be seen as being representative of all the employees in an organization, bearing in mind the distance brought by the existence of provincial offices, and to get everyone involved in the process, management should be more creative and bring initiatives that would allow for better participation from the stakeholders. Participants further indicated that the role of management towards employees during the rebranding process is to make the employees feel they are part of the organisation through better and creative communication with them about the changes and by involving them so that they feel appreciated. According to Theurer *et al*. (2018), management should deliberately plan how they will involve, inform, and reveal the brand rebuilding elements to the stakeholders, first internally and then externally and this entails educating the staff on brand guidelines and applications. This is also in line with what is expected of the management during the planning stage of the rebranding process which according to Daly and Maloney (2004) include planning on how and when internal stakeholders will be engaged and trained on the new brand and developments. Participants felt that initiatives such as forming a task team with employees from other divisions and provinces and not just restricting the team to marketing and communication personnel should have been explored by the management. Lastly, participants believed that the task team would have also served as the voice of the employees and they would have assisted in communicating the important brand, brand promise and rebranding messages to their peers. This would have ensured that staff buy-in is secured from the beginning of the process.

5.2.3. How should the leadership of NLC involve the employees during the rebranding process? (Brand Change)

Communication

According to Hejase, Hejase, Mikdashi and Bazeih (2016) rebranding strategic process encompasses communication within the organisation, internal capacity building, management models, incentives and acknowledgements including the on-boarding process which is supported by the observation made by the participants. Regarding communication during the rebranding process, participants indicated that for an organization as big as NLC with a diverse staff complement, an approach of one-size-fit-all (using staff meetings and connecting with provinces through video conferencing) proved to be insufficient. Participants felt that the effectiveness of staff meetings is dependent on the number of variables such as how good the facilitator is in engaging the audience, whether audience members are free to express themselves in public platforms and the ease with which they command the medium of engagement (language) being used, which could deprive employees who are not normally comfortable with public speaking an opportunity to contribute. If you are a staff member who is shy to speak in front of people or who cannot speak English too well, you would remain silent even though you have a view or input to make that could benefit the process. Participants also felt that if on the day of the meeting you were not present at work, due to whatever reason; your opportunity to participate and share your views would be lost. Participants also indicated that by using the staff meetings alone as a means of involving the employees in the process, without mixing the method with others, rendered a good medium vulnerable to criticism by staff. Participants made the following observations which helped the findings of the study on communication. They were of the view that mixing staff meetings with other means of communication such as dedicated email addresses and suggestion boxes in all the provinces would go a long way in ensuring that all employees are afforded equal opportunity to participate in the process. It is only during the launching phase of the rebranding process that Goldenzwaig (2011) suggest below the line (BTL) means such as brochures, flyers, posters and other platforms like staff engagement meetings and workshops. Participants indicated that management should be pro-active and think of initiatives to aid the communication to the staff to bring everyone in the organisation on board before, during and after the rebranding phase. This practice or approach would give the employees a sense of belonging in the organisation and make them feel valued, while ensuring that everyone understands the reasons behind the move as well as the expectations that the leadership has on the staff to ensure that the process is successful. Lastly, Brand NLC would benefit a lot from regular communication of brand messages and promises by management to the employees, particularly the desired attitude of every employee towards clients and the kind of services provided to the clients of the organisation by everyone in the organisation.

The findings of the study indicated that management at NLC did not do enough to communicate and reach out to every staff member in the process and this compromised the process. In conclusion and as Shuck and Wollard (2010) put it, failure by the management to actively involve the employees during the entire rebranding process through better communication may lead to employees' disengagement or non-engagement.

Staff engagement

According to Hankinson (2007), the concept of corporate rebranding is an old one and has always been implemented with special and more focus on external stakeholders while ignoring the internal stakeholders – the employees. To check if NLC avoided this old rebranding mistake, a discussion on whether management effectively involved and engaged the staff during the rebranding process yielded the following findings:

Though they gave elaborate answers, all participants except for participant 4 gave a strong affirmation, with no hesitation and reservation, that they all believe management should not push the brand or changes down to them but should rather engage in a thorough process that will involve everyone in the organisation. Participants felt that employees are key stakeholders and as such should not be ignored. They believe that they also have a role to play in the organisational rebranding process. Furthermore, they felt that employees should be engaged, and their views should be solicited. Basically, internal branding presumes that the organisation's primary market is its employees (Kaplan, 2017). Finally, participants were of the view that because employees would have to live the brand, using organisation templates as well as using and wearing branded items, being involved in the process would give them a sense of pride.

5.2.4. What factors do employees of NLC perceive to be important in building the organisation's brand image among stakeholders? (Brand Building)

Punjaisri and Wilson (2017) explain that the success of corporate branding in an organisation, which is all about various organisational stakeholders engaging with the entity, depends largely on how employees behave or conduct themselves when delivering on what the brand promised to stakeholders externally. This is in harmony with the third finding of this study which looks at the factors that participants deem to be important when an organization is in the process of building its brand image in the eyes of stakeholders both internally and externally. Secondly this study looks at what elements or factors without which the re-banding process will become compromised and become a failure. From the responses provided by the participants, it was clear that they feel that there are factors that an organization must not compromise on in as far as rebranding process is concerned. Amongst the many factors that the participants listed as being fundamental is client's services by everyone in the organisation as well as the general attitude of the staff.

Client service

The first factor that participants believed was of importance when an organization seeks to build positive brand image with the clients is good client service. King and Grace (2008) believe that employees' ability and willingness to provide service in a manner that meets the expectations of the customer is fundamental in building a strong brand and shaping clients' perceptions of service quality. According to Javanmard and Nia (2011) in organisations or companies that provide services instead of tangible products, as is the case with NLC, employees' attitudes and daily actions have a direct impact on the brand. The kind of service that employees provide to the stakeholders as they interact and deal with them daily has an impact on the efforts of the organisation to build a positive brand image in the minds of the stakeholders. According to the participants, employees need to interact with clients in a manner that is consistent with what the brand promises and not opposite. In addition, the participants indicated that every employee in the organisation, from top management to the employees at the lowest ranks, need to pitch in and recognize clients as important and deserving of the best services they can provide and this is in line with the views by Bowen (2016), who argues that both frontline and back-office employees play central roles in consumer experience since they construct the environment and relationship quality as important factors of service quality They asserted that employees need to always be mindful and alert as to how their services, supported by the attitude they display when dealing with clients, have the potential to harm the efforts of the organisation to build a strong and good brand in the market.

Attitude

According to the participants, the attitude that every employee in the organisation brings to the workplace has a direct bearing on the image that the brand will have in the eyes of the stakeholders. A study by Thomas and Rodrigues (2020) revealed that some activities that are practiced in an organisation by employees play an important role in how the brand promise is delivered to the external stakeholders and such practices may include employees' attitudes, commitment, and citizenship conduct. Equally so, participants indicated that negative attitudes from the employees would negatively impact the brand, whereas committed and positive attitudes from the employees would positively impact the brand. If employees were not as committed to the brand as they should be, that would also show in how well the brand performed in the minds of the stakeholders. Furthermore, employees in the organisation should show willingness at all the times to take initiatives that contribute positively to the building of the brand. Employees should always display helping attitude towards customers. Employees helping attitude is also referred to as helping behaviour, which relates to the employee's positive attitude towards his or her work, empathy, and responsiveness towards other employees and customers of the brand (Burmann *et al.,* 2009). Lastly and in agreement, employees in the organisation should exhibit the attitude of wanting to improve their knowledge about any brand building attributes and activities and this view is in line with assertion by Burmann, Jost-Benz and Riley (2009) who refers to this practice as helping behaviour.

5.2.5. How do employees at NLC voluntarily advocate the organisational brand to external stakeholders? (Advocacy)

Brand advocacy begins with how fulfilled or how happy employees feel in the workplace. Happy employees make good brand champions or ambassadors and employees that are disgruntled tend to either shy away from speaking positively about the brand or opt to speak negatively. According to Heding *et al* (2015) the concept of 'Living the brand' implies that employees are attached and committed to the brand and can become "co-creators, brand champions" or ambassadors of a brand. This is in agreement with views from the participants. Employees could be happy or disgruntled about many things in an organisation and that may influence how they represent the brand in the community.

Brand ambassador and brand pride were identified as main variables to guide the discussion on this question.

Brand ambassador

Behavioural identity in branding theoretical framework presents employees participation in brand development model which according to Darbi (2016) is a behaviour/conduct by employees of an organisation that is not restricted to job description. The said behaviour involves deliberate and proactive participation by employees in building and growing the organisation's brand. This is in line with concept of brand ambassador which is one of the findings of this study. Firstly, participants seem to be happy with brand NLC and as such are not only willing to become ambassadors but have already started to speak positively about the good work done by the organisation. According to participants, they have already started sharing the good work of the organisation with stakeholders voluntarily and freely not just when they are at work, but more especially when they are at home. The more the organisation continues to fund projects that positively impact the communities, the more employees feel good about sharing the work of the commission. This behaviour is in line with the practice of brand sportsmanship which relate to the employee's ability to take additional initiatives, outside the line of duty in brand-related matters according to (Burmann *et al.*, 2009). From the findings of this study, NLC is doing well in converting the employees into brand ambassadors who are proud to voluntarily speak positively about the brand and service offered. This view is in line with assertions by Schivinski and Dabrowski (2016) who argues that brand advocacy entails positive communication or word-of-mouth advertising of the brand by the employees or consumers that can enhance the chance of the product's acceptance in the market. Morgan (2016) asserts that the cohesion of values, employee satisfaction, and citizenship building behaviour between employees are outcomes of the strategic internal branding process which is crucial in creating and building employees as organisational ambassadors.

Brand pride

While many reasons could make employees feel proud about the brand they work for, participants in this study feels that the work that the organisation does in the community is the main reason that makes them feels proud about the brand. When an organisation does good work in the community, it is almost natural that people would like to associate with such a brand. This is the case with NLC as the biggest funder of the NGO and NPOs in the country. The level of pride associated with working for brand NLC influenced the participants to turn into brand advocates. With NLC uplifting people out of poverty and bad social situations by providing financial grants to the NGOs and NPOs that work in the communities, especially deep rural areas, association with the brand, especially where the employees stay, makes them feel proud. Participants expressed pride in the work that the organization does in different communities that they serve. They felt that NLC does good work in the community and many people, particularly beneficiaries, are uplifted. Participants felt that NLC is doing a great job of giving back to the community and as such makes the organisation an employer of choice which in turn makes them proud. According to Rodrigo and Arenas (2008: 271, cited in Slack *et al*. 2015) employees who are not happy or proud about the organisation might treat the organisation as just a place to work and earn a living or they could perceive. Employees that are proud of the brand and recognises the brand as being in sync with their own social consciousness might be inspired to relate with the organisation and the brand even more strongly (Rodrigo & Arenas, 2008, cited in Slack *et al*. 2015).

The length of stay by employees with a particular brand is positively associated with how readily and willingly they advocate for the brand in communities they live in. Participants indicated that the organisation should strive to keep employees for longer as that improves the chances of them becoming brand ambassadors who freely and willingly promote the brand, as was the case with the four participants who were easily drawn into the new brand. If NLC could keep these participants for much longer their affection and attachment to the brand would deepen with time and they would make good brand advocates. With participants in agreement on the fulfilment and the pride they derive from the work that the NLC does in the community, this is in alignment with the views expressed Cropanzano, Anthony, Daniels and Hall (2017) in a social exchange theory which assert that people's conduct especially in an organisation is mainly an exchange of rewards between social actors or an exchange of tangible and intangible activities especially that of benefits and costs. Rodrigo and Arenas (2008, cited in Slack *et al*., 2015) highlighted that staff members in an organisation might treat the organisation as just a place to work and earn a living or they could perceive it as a place that is in sync with their own social consciousness which might inspire them to relate with the organisation even more strongly. The main question of this theme was to determine if employees at NLC are proud enough to can voluntarily promote the NLC brand to external stakeholders anywhere they might be and whenever opportunities arose. Participants indicated that due to the nature of the work that the organization does and its impact in the communities, they are proud to be associated with the brand.

5.2.6. How can management of NLC improve the process for future campaigns?

Improvement

From the corporate rebranding framework which present the four rebranding stages, the last stage is referred to as evaluation stage. According to Ahonen (2008) this stage encompasses assessment of each stage of the process to look out for possible challenges or potential opportunities that an organisation can take advantage of. This supports the view that after the execution or implementation of the rebranding plan, evaluation should follow to determine how the process could be improved for future and better outcome. The finding under this discussion is about the entire rebranding process and how it can be improved for future campaigns involving change that seek to involve everyone in the organisation. No campaign or process could ever be perfect or satisfy everyone in the organisation and, as such, focus should be on how to make the process better and more inclusive. Some comments from the participants suggest that the process that NLC went through could be improved and thus attain better outcomes. From the responses provided, it became evident that participants felt that there was more that could be done to improve the process to benefit other coming or future campaigns. According to the participants, management should give more opportunities to the employees to give input on the process, including the designs and choice of the logo. Employees submitted that should NLC engage in similar campaigns or any campaign that seeks to bring big change to the organisation, management should be cognisant of how to communicate in an effective manner that brings everyone on board. Furthermore, management should seek better and creative ways to involve everyone in the organisation in such a process or campaign. Process improvement practice is supported by Muzellec and Lambkin (2006). Their views expressed through the corporate rebranding process highlight the need for process evaluation with sole aim of understanding areas of improvement in the process for future studies.

5.3. Conclusion

This chapter examined the conclusions, recommendations, limitations, and areas for further study in respect of a study titled: Exploring the perceived role of employees at the National Lotteries Commission (NLC) in rebranding and advocating. It was observed that employees play a significant role in building and advocating for the organisational brand. Employees have a significant role to play as brand ambassadors of the organisation, particularly in brand advocacy, that is positive communication about the brand to different audiences. From the research literature, it was noted that there is limited published literature on the role of employees in rebranding in non-profit organisations.

CHAPTER 6: CONCLUSION, RECOMMENDATIONS, AND IMPLICATIONS

This chapter present the reflection, conclusion and future recommendations that will empower the management or leadership when embarking on similar campaigns in future. Furthermore, the chapter will present practical managerial implications that should be noted and addressed which will be followed by the areas that will form a base for future studies.

6.1. Conclusion

The main problem that the study sought to address was that the management of the NLC, who after a sizable investment in the process of rebranding from NLB to NLC in 2015, felt that much still needed to be done to get the internal stakeholders (employees) behind the new brand. Management also felt the need for the employees to fully support the brand repositioning efforts and plans in line with the organisational strategy. As a result of this, the role played by the leadership and the employees before, during and after the rebranding campaign was brought to the spotlight and the process of converting the staff members into proud brand ambassadors. Though the campaign will focus on entire workforce, a special attention will be given to those staff members who have been with the organisation many years and may have grown emotionally attached to the NLB brand over the years.

This study was built upon the following four main research questions:

- How do NLC employees perceive their role in building the organisational brand during the rebranding phase? (Roles)

From the information collected, it is evident that employees view or perceive their involvement in the brand building exercise as being key and important. The interviewed employees are of the view that the staff should be given an impactful and meaningful role to play during the process so that they could own up to the brand.

- Management/Leadership Role - What do employees believe the role of management should be?

The staff believe that the role that management or leadership should assume during the rebranding process should be that of an oversite and providing guidance on how the process should evolve. Management’s role should be that of creatively forming platforms that are accessible to all staff members to aid and inspire their participation in the process.

- How should the leadership of NLC involve the employees during the rebranding process? (Brand Change)

Multiple avenues should be adopted to ensure that no staff member is left outside the process. All efforts should be made by the management to ensure that the staff is fully engaged in the process. Mixing staff meetings with such communication platforms as staff notices, dedicated email account and suggestion box will guarantee staff engagement as such empower and improve the process. Failure by management to fully engage and solicit participation from the staff will results in staff being hostile to the process and this will negatively affect their buy in.

- What factors do employees of NLC perceive to be important in building the organisation’s brand image among stakeholders? (Brand Building)

Client service and general attitude of every staff member is fundamental in helping the process of building strong brand. Employee’s willingness to assist stakeholders in a way that meets and exceed the expectation will help build the organisation brand and improve service quality which is key in ensuring good and strong brand reputation. Whatever is the brand promise that an organisation makes is what should drive and guide the quality of interaction between the staff and stakeholders of the brand. Secondly the attitude that each staff member display when interacting with stakeholder has a direct implication on the brand building process. Negative attitude from staff will impact the brand negatively and as such harm the rebranding efforts. Staff should always display positive attitude when engaging with each stakeholder of the brand.

- How do employees at NLC voluntarily advocate the organisational brand to external stakeholders? (Advocacy)

Employees that are happy and fulfilled in the workplace makes good ambassadors or champions for the brand whereas employees that are not happy will not add value in the brand building process of an organisation. The participants are happy with the work of the Commission, especially the grant funding element and already speak positively of the brand and service offering with the stakeholders. They represent and will continue to represent the brand anywhere with pride and thus helps the brand building process.

- How can management of NLC improve the process for future campaigns? (Process review)

The way management engaged with the staff on the rebranding process can be improved for better results. Staff should be afforded more opportunities to input into the process including the design phase.

6.2. Recommendation

The process inspired by the corporate rebranding model by Muzellec and Lambkin (2006). express how rebranding should be carried out in an organisation systematically to enjoy the support from the stakeholders and enjoy success.

During a rebranding campaign and especially at the beginning of the process, a reason why the campaign is commissioned should be set out including how the changes will be managed both internally and externally. Furthermore, details on how internal stakeholders (employees) will be impacted and how they are to participate and get involved must also be explained. This view is in line with trigger phase of the rebranding model as presented by (Muzellec & Lambkin, 2006). Participants indicated that there was lack in understanding the rationale behind the campaign and as such would recommend in line with the model that management who are planning a rebranding campaign should set time to engage and communicate with internal stakeholder.

Angulo-Ruiz, Dunthu, Prior and Rialp (2014) indicate that this phase entails deciding and planning beforehand what the end-results of the rebranding would or should be. Furthermore, they highlight that the fundamental question during this phase is how the rebranding goals will be achieved and which elements are necessary. Furthermore, Juntunen, Saraniemi and Jussila (2009) points out that at this stage, internal stakeholder such as employees as well as external stakeholders (customers) can be used to conduct pre-trials and, to a certain extent, pre-design. In line with this view by Juntunen *et al*. (2009), it is a recommendation of this study that involvement of the internal stakeholders should include running a pre-trial on a selected group of employees to ascertain if the campaign stands a chance of being successful.

According to Theurer *et al.* (2018), one of the stages in rebranding campaign is launching which involves informing and revealing the elements to the stakeholders, first internally and then externally which entails educating the staff on brand guidelines and applications. In support of this view, Goldenzwaig (2011) highlights that communicating and launching the new brand inside the organisation can be achieved through below the line (BTL) means such as brochures, flyers, posters and other platforms like staff engagement meetings and workshops. Furthermore, press statements and other above the line (ATL) platforms such as print, and broadcast advertising would be used to launch the new elements of the brand externally. In line with this view, this study recommends that rebranding campaign should include planning for the launch of the new brand or just a logo reveal to the employees as well as the external stakeholders. For employees, this will afford them an opportunity to see the brand and engage with the brand first-hand and engage management on any brand building elements they might need to know. This will encourage employees to buy into the campaign and will inspire brand advocacy.

During this phase of the rebranding campaign, the success or failure of the campaign should be determined, and this could be established through the use employee's survey. The analysis of the success or failure of the rebranding launch will shed some light on how the campaign was handled and weather it was carried out as per the plan which was set up at the beginning. This is in line with views expressed by Juntunen *et al.* (2009) in the rebranding process.

Continuing, the final phase of the rebranding process, entails continued staff engagement as well as continued external implementation through awareness campaigns (Canacott, Ellis & Tadajewski, 2018). After the evaluation phase, the team responsible for the campaign will have an opportunity to regularly engage and educate internal stakeholder (employees) on the new brand identity and what it means to the organisation, as well as the brand promise to its clients through constant communication and engagement. If done well, this could succeed in turning some employees if not all into brand promoters who are armed to advocate for the new brand.

6.3. Implication

The main aim for the study was to seek understanding of what staff at NLC perceive to be the role that they played or should have played when the organisation commissioned the rebranding process of moving from National Lotteries Board (NLB) to NLC. Taking from the findings highlighted in the previous chapter, the following implications were identified for consideration:

Participants feels that they have a key role to play in the rebranding process of the organisation and failure by management at NLC to comprehend this expectation will render the process vulnerable to scrutiny and avoidable criticism by key stakeholders (staff) and might influence how they receive and relate with the new brand. This might further result in the process being a failure and not achieving its intended objectives.

Participants expect management at NLC to creatively and regularly research ways to effectively engage with the staff on the rebranding process. Participants feels that it should be role of management to pro-actively solicit views, inputs and contributions from the staff and incorporate such into the overall process. Management failure to act proactively to device multiple platforms for staff to engage with the process implied that most employees who could not be reached through staff meetings, were left out of the process since no other avenues were created. This assertion is in line with Theurer *et al*. (2018), who argues that management should consciously plan how they will involve, inform, and reveal the brand rebuilding elements to the stakeholders, first internally and then externally and this entails educating the staff on brand guidelines and applications.

Furthermore, and as supported by Shuck and Wollard (2010), failure by the management to actively involve the employees during the entire rebranding process through better communication may lead to employees' disengagement or non-engagement.

Management's failure to inspire the staff to take pride in the brand and improve brand building process would disempower and impact the brand building process negatively.

Employees that are disengaged and uninspired would harm the organisation's brand building initiatives. This implication is supported by Rodrigo and Arenas (2008, cited in Slack *et al*., 2015) who highlighted that staff members in an organisation might treat the organisation as just a place to work and earn a living or they could perceive it as a place that is in sync with their own social consciousness which might inspire them to relate with the organisation even more strongly.

6.4. Limitation

Although this research produced some interesting and meaningful findings and these findings, like with most studies on this subject, are therefore also subject to some limitations. The limitations that follow were observed in the study at hand.

Future research could address this limitation by collecting data from several intra-department respondents to get varied responses from each participating department.

Accessibility of the respondents to participate in the interview was also a challenge during the data collection process. Most of participants were difficult to get hold of because of their busy schedule. As a result, the research had to be conducted for a shorter period to accommodate the participants' schedules.

Additionally, there was limited published literature on the role of employees in the organisation's rebranding process on the school's database of subscriptions. Most relevant publications on the topic were not accessible because the library was not subscribed to them; hence the researcher had to purchase them. Additionally, only a few articles were available on this topic, hence the researcher could not find much literature on the topic because it is contemporary topic.

6.5. Areas for future studies

The purpose of this research was to examine the perceived role of employees at National Lotteries Commission (NLC) in building and advocating for the organisational brand. This research is relevant as it makes a significant contribution to the body of knowledge on how organisations within the regulatory and funding space can effectively involve and engage employees when positioning their brand through rebranding and building their brands after the brand launch as well as converting employees, especially those loyal to the old brand, into ambassadors that are willing to positively advocate for the new brand. In addition, evidence supports the view that insight into organisation's internal stakeholders will help leadership to gain deeper insight on how to get everyone within the organisation behind the process.

Since this study was restricted to few staff members at the National Lotteries Commission head office, an opportunity exists for future study that must be conducted on a much bigger scale so that the outcomes of the new study and bigger sample size could be compared with the current results.

This study was limited to NLC (a regulatory and funding organisation) environment, and this present an opportunity for the future study to be spread across other non-funding and regulatory sectors.

This study was led by Marketing department and as such could only place the elements of brand and branding in general. Future studies could be commissioned with special focus on other departments and areas as Human Capital and Recruitment to test how brand and rebranding in an organisation impact on the ability of the department to recruit the best work force.

Future studies could also be proposed that will research employees’ views and understanding of other brand elements such as brand promise and brand values on how they could help to shape consumer’s experience when interacting with NLC.

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ADDENDUM A:

Authorisation letter from the organisation

Attention: Ms Makoela

Executive Manager – Corporate Services (NLC)

Dear Madam,

I trust that this letter finds you well. I am in the process of enrolling for my master's degree Programme with Vega School of Brand Leadership. The programme is funded by the organisation (NLC). My proposed area of research is on the recently conducted Brand Repositioning from NLB to NLC and would like to explore the role of stakeholder, NLC employees, during the process. The study will include collection of data from not more than 10 employees.

This letter seeks to secure consent to proceed and conduct the study including conducting interviews with some of the identified employees.

Looking forward to your favourable response,

Kindest regards

……………………………. ……………………..

Tshifhiwa Nematswerani Date:

Specialist Marketing (NLC)

ADDENDUM B:

Consent Form

Consent form:

Consent to take part in research.

- I…………………………………voluntarily agree to participate in this research study.
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous, and this will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that signed consent forms and original audio recordings will be retained in a safe storage until the completion of the research work being conducted.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

……………………………… ………………………

Signature of participant Date

I believe the participant is giving informed consent to participate in this study.

……………………………………. ………………………

Signature of researcher Date

ADDENDUM C:

Interview guide

Name of interviewer: ______________________________

Name of interviewee: ______________________________

Place of interview: ______________________________

Date of interview: ______________________________

The purpose of the study is to explore the perceived role of employees at National Lotteries Commission in building the organisational brand during the rebranding phase internally with fellow colleagues and externally with external stakeholders. It is also the purpose of the study to make recommendations to the leadership at NLC, especially the executives, on how best the employees may be engaged to ensure that the organisation's brand vision, culture and promise are realised.

Questions:

1. **Candidates' analysis**
   - For how long have you been working for NLC?
   - What does your job here at NLC entail?
   - Are you proud of working for NLC?
2. **History of the brand – NLB**
   - NLC recently changed the name and the brand from NLB, what can you tell me about that?
   - What is your view of the old name (brand)?
3. **The new brand – NLC**
   - What is your view of the new name?
4. **Candidate's perception on employees' involvement**
   - Do you believe that management must involve the staff when changing the name of the organisation?
   - If you believe so, how involved do you think that staff need to be?
   - How involved were you in the process leading up to the launch of the new name?

- What role do you think employees should play when an organisation is deciding on the new name and logo?
- Did you give any input in the new name (brand)?

5. **Understanding the stakeholder**
   - Do you know NLC stakeholders?
   - How often do you interact with the stakeholders?
6. **Brand advocacy**
   - How willing are you to share information about NLC to stakeholders even when you are not at work?

ADDENDUM D:

NLC Logos (past and present)

ADDENDUM E: Ethical clearance letter

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28 November 2017

Student name: Tshifhiwa Vincent Nematswerani
[redacted]
Campus: Vega Bordeaux

Approval of Master of Arts in Creative Brand Leadership [MACB511] Proposal

Thank you for the submission of your proposal entitled:

"Exploring the Role of NLC Employees in Building and Advocating the National Lotteries Commission (NLC) Brand"

We are pleased to inform you that the Research and Postgraduate Studies Committee considered and has **approved** your research proposal. Ethics clearance has also been granted.

The Research and Postgraduate Studies Committee made suggestions which can assist you with your study. These should be attended to under the guidance of your supervisor.

The Committee confirms that **Dr Rose-Marié Bezuidenhout** has been appointed as your supervisor.

If you have any questions, please feel free to contact the campus staff or your supervisor directly.

All the best with your research.

Yours sincerely,

[redacted]

Dr Franzél du Plooy-Cilliers
Dean: Postgraduate Studies

Directors: RJ Douglas (UK), JDR Oesch (non-executive), A Isaakidis (non-executive) **Company Secretary:** D Dickson

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