World Journal of Social Sciences
Vol. 2. No. 4. July 2012. Pp. 1- 14

Rebranding and Impact toward Brand Equity

Mei Teh, Goi*

The purpose of this study is to clarify the rebranding concept and investigate the influence of rebranding toward brand equity. This study gathered two separated data from 371 students and 176 employees from public and private upgraded higher education institutions (HEI's) in Malaysia. The HEI in which the students belonged to was used to match the data from the two independent samples. Confirmatory factor analysis (CFA) was used to validate the dimensions of rebranding and structural equation modelling (SEM) was conducted to test the causal relationships between rebranding and brand equity. The results found that rebranding (repositioning, redesigning, and recommunicating) influences brand equity. Repositioning and recommunicating is found positively influence brand equity but redesigning negatively influence brand equity.

Field of Research: rebranding, rebranding, brand equity

1. Introduction

Maintaining brand equity in service firms is challenging. Researchers have recommended that firms will always need to take opportunities to change a brand in order to sustain the accuracy of brand equity (de Chernatony and Cottam, 2006; Keller, 2000). Many firms extensively practice rebranding in order to increase their brand equity. From past studies, rebranding has been identified as a solution to respond to the challenge. Although rebranding constitutes one of the most spectacular aspects of brand management, it is one of the most risky (Kapferer, 2004). Rebranding is costly and time-consuming, and as the number of corporate rebranding practice increases, the failure rate is high compared to the successes (Causon, 2004; Stuart and Muzellec, 2004). Kapferer (2004) also agreed that transfers of a brand would cause danger such as loss of choices, loyal customers, and market share. However, this strategy is still practised widely by firms to modify the brand (Stuart and Muzeller, 2004). The phenomenon of rebranding often occurs in the service industry, and is specifically crucial for universities and colleges (Koku, 1997a). In order to create reputations in the local and international market, rebranding of Malaysian HEIs have been practiced intensively in the recent years. Osman (2008) indicated that the aim of the rebranding is to improve the image of the universities by focusing on the facilities and highlighting the quality of the academic programmes. Koku (1997b), Morphew (2000), and Stensaker (2005) agreed that the increase in competition has led educational institutions to embark on the strategy of rebranding. Rebranding is still under-researched in the academic field (Daly and Moloney, 2004; Muzellec and Lambkin, 2006). Therefore, to implement an effective and efficient rebranding practice, a clear understanding of the concept is important.

In order to make Malaysia an educational hub in the region, RM12bil allocation has been provided for the implementation of higher education projects and programmes which include the rebranding exercise (TheStar, 2008). The phenomenon of rebranding has been practiced extensively in Malaysia, but limited comprehensive

*Dr. Mei Teh, Goi, School of Business Infrastructure, Kuala Lumpur Infrastructure University College, email: g_mt10@yahoo.com

research has been conducted. Past studies have provided valuable information for one to understand the concept of rebranding in brand management. Koku's (1997a) study was the earliest study that is closely related to rebranding, but the study only emphasised a change in the corporate name. Morphew (2000) claimed that only few researches have been done to explore rebranding practice even though the phenomenon of transforming an education institution represents a significant trend. The rebranding phenomenon needs to be explored in order to expand knowledge and throw light on the future of higher education (Stensaker, 2005). Therefore, this study was conducted (1) to verify the dimensions of rebranding, and (2) to determine the role of rebranding toward brand equity.

The next section presents the review of literature and hypotheses development, the issues of research methodology, data analysis, and end with concludes the finding.

2. Literature Review

This section synthesises relevant literature on rebranding and rebranding of HEIs.

2.1 Definition of Rebranding

In past literature repositioning, revitalization, brand extension, and brand transfer are the terms used to describe the practices of changing a brand. Muzellec, et al. (2003) indicated that the terminology to describe changes in brand elements have always been confusing and misleading. Rosenthal (2003) has clarified that repositioning is different from rebranding; brand is not changed in repositioning, but the perception of the brand has. In other words, brand identity remains unchanged throughout repositioning. Muzellec et al. (2003), Muzellec and Lambkin (2006) and Rosenthal (2003) explained that repositioning is only a part of rebranding; another part of rebranding refers to changing a part or all elements in brand.

The term revitalization used by Aaker (1991) and Keller (2000), can also be used to refer to the rebranding concept. Revitalization reflects the action of putting new life in order to respond to changes in the marketing environment. Daly and Moloney (2004) indicated that revitalizing can be considered as the first step in the rebranding process and rebranding may consist of changing some or all of the tangible and intangible elements of a brand. Rosenthal (2003) gave two reasons for revitalization in rebranding, which are repositioning and extending the brand. Aaker (1991) specified that there are seven paths for brand revitalization: increasing usage, finding new uses, entering new markets, repositioning the brand, augmenting the product/service, obsoleting existing products with new-generation technologies, and brand extension. Aaker's (1991) explanation of brand revitalization included both repositioning and brand extension, which leads to misunderstanding of the concepts. Revitalization always takes place when the product or service is at the declining stage of the product life cycle, but, rebranding can be implemented at any stage.

The third term, which refers to rebranding, is brand extension. Rosenthal (2003) claimed that brand extension refers to establishing a brand into another class in the rebranding process. Brand extension occurs when a firm wishes to enter a market that has been absent; it involves the decision of what should be left unchanged and what can change (Kapferer, 2004). No matter how little or big the changes are, change will always happen in the rebranding process, but will not happen in brand extension.

In order to clarify the concepts, Muzellec et al. (2003) defined rebranding as “the practice of building anew a name representative of a differentiated position in the mindset of stakeholders and a distinctive identity from competitors” (p. 32). This is the only available definition in the literature; it has been defined narrowly and is not holistic, which only reflects the renaming of a brand. Daly and Moloney (2004) explained that rebranding consists of changing some or all of the tangible (the physical expression of the brand) and intangible (value, image, and feelings) elements of a brand. Kapferer (2004) agreed that brand transfer is made up of many components. Hankinson and Lomax (2006) agreed with the explanation that rebranding involves change not only in the visual identity of the organisation but it also leads to real change within the organization. Rebranding is also about changing image and it is a long-term goal (McGurk, 1997). In order to refine the definition of rebranding, Muzellec and Lambkin (2006) defined rebranding as a change in an organisations self-identity and/or an attempt to change perceptions of the image among external stakeholders. The confusion in the rebranding definition occurs because rebranding is a continuing action and involves steps that can be referred to as the process of changing a brand identity and image. Therefore, for the purpose of this study, rebranding can be defined as *the practice of how a HEI changes the identity and image of their brand.*

2.2 Dimensionality of Rebranding

Muzellec et al. (2003) surveyed 166 publicly quoted companies that have rebranded over the past five years and introduced the dimension of rebranding which include repositioning, renaming, redesigning, and relaunching. Muzellec and Lambkin (2006) have introduced the rebranding process that focus on external branding and neglected the internal branding elements. Keller (2003) suggested that internal branding is critical in creating powerful service companies. The central elements of brand building are employees, and their behaviour can either reinforce or undermine the value of brands (Harris and de Chernatony, 2001). Lampo (2001) suggested that the most influential associations of service brands are employee behaviour and service process. Many firms fail to connect external and internal branding systems (Aurand et al. 2005). Therefore, to illustrate a broader perspective of relaunching, recommunicating will be used.

Repositioning

Brand must be rearranged frequently over time to stay in tune with shifting market trends and competitive pressures as well as broader external events because brand positioning is a dynamic and incremental process. Sometimes, circumstances may dictate a more extreme fix of a company’s position in terms of both what it is and how it presents itself. Kotler and Fox (1995) have indicated that educational institutions can improve their social life, which is called real repositioning, and psychological repositioning when educational institutions try to alter students’ perceptions. Two key levels of repositioning refer to the symbolic and the functional of a brand. The two levels of repositioning allow consumers to recognise a tangible distinction between the old name and the new name (Simms and Trott, 2007). Simms and Trott (2007) indicated that symbolic of a brand is more significant compared to functional of a brand in changing consumer perception. Therefore, marketers need to take into account the impact of changes to a brand and its positioning on consumers' perception.

Renaming

Owston (2007) indicated that a name of HEI is part of its unique branding and the most important strategy in rebranding is choice of name. Renaming is an important process in rebranding (Daly and Moloney, 2004; Owston, 2007) and it is always the first and pulling action of reformation of a brand (Chu, 2001; Lomax et al., 2002). Muzellec et al. (2003) explained that the brand name is the core indicator of the brand, the basis for awareness and communications. Giving a name holds an important positioning in the relationships between buyers and sellers or between the corporation and the stakeholders. Kaikati and Kaikati (2003) also stated that creating a new name requires intensive research and analysis in order to reflect the identity desired by the firms. Change in name also occurs in educational institutions and the purpose is to achieve the actual or hoped-for stature and to improve academic quality and reputation (Kotler and Fox 1995). Owston (2007) indicated that majority of the educational institutions exercising care in the choice of name by just replacing "college" with "university", but some educational institutions experienced complete change name. A new brand name has to be congruent with names of existing brands in a relevant product class, then consumers will tend to assume a fit of the new brand in that product class (Zinkhan and Martin, 1987).

Redesigning

The logo, styles, and message need to be redesigned in line with the created new brand image (Gambles and Schuster, 2003). The name, slogan, and logo are important elements in designing a brand; the corporate needs to establish mission and values in the rebranding process (Lomax et al., 2002). The educational institutions that take the rebranding practice always take the opportunities to change their identity such as colour, mascot, program rates, organizational structure, and culture (Owston, 2007). Lomax and Mador (2006) indicated the need to change organisations' brand values or attributes in rebranding practice. The redesigning is carried out on all elements of the organization, which are the visible manifestations of the company's desired position (Muzellec et al. 2003; Lomax and Mador, 2006). In educational institutions, after renaming, the institution also requests to redesign or revise their curriculum (Chu, 2001). Therefore, redesigning in educational institutions not only focuses on the brand identity, but other academic elements also need to be reviewed to fit the changes.

Recommunicating

Muzellec et al. (2003) identified activities that inform customers regarding brand change as relaunching. However, Eccles (2004) indicated that launching the university itself is only one of the tools for communicating the new culture to the organization at large. Koku (1997b) explained that while a firm decides to change its name, not only would it change the firm's performance but also the communication between a firm and its consumers. Rebranding is a journey; therefore, all the stakeholders need to be involved throughout the process. When educational institutions rebranding occurs, its success is often judged by the stakeholders' reaction (Owston, 2007). Therefore, Lomax et al. (2002) suggested the importance of communication systems in the rebranding process. In order to keep employees abreast of the process of rebranding, the top management needs to communicate with the stakeholder (Daly and Moloney, 2004; Kaikati and Kaikati, 2003). The rebranding not only emphasizes the institutional name change, but also, internalization. Muzellec and Lambkin (2006) point out the importance of taking into account both internal and external stakeholders in the rebranding process. Owston (2007) indicated the importance of stakeholder involvement in rebranding process because rebranding is not a one-off even (Hankinson et al., 2007). Hankinson et al. (2007) suggested that employees need to be targeted with communication that increases their brand knowledge.

2.3 Rebranding of Educational Institutions

According to Kotler and Fox (1995), modifying, altering, and shifting their brand image is necessary to strengthen the attraction of educational institutions. The rebranding strategy will provide educational institutions with many advantages and benefits. However, the effort of rebranding is expensive especially for universities and colleges (Koku, 1997a). Koku (1997b) indicated that only a small number of colleges and universities experienced significant growth after the name change.

Rosenthal (2003) investigated qualitatively the rebranding phenomenon in educational institutions. It was done after identifying the increasing role of marketing in higher education. The study focused on the strategic planning and implementation process of rebranding, and also highlights the following six important issues related to rebranding and five suggestion related how to implement rebranding process.

Owston's (2007) study qualitatively and qualitatively investigated the phenomenon of a population of 51 institutions that experienced the college-to-university change located in United States. The study identified the major reasons for the educational institutions to rebrand, how the change was realized, the relationship of the change to regulatory bodies, reactions by stakeholders to the change, the effect of the change on enrolment, the implications of institutional prestige, and administrative advice regarding the change. Owston's (2007) study contributes significantly to the literature of rebranding of educational institution. Table 1 shows the summary of studies on rebranding of HEIs.

Table 1: Summary of Studies on Rebranding of HEIs

Citation	Objective	Research Method	Finding
Rosenthal (2003)	To present a case study of the issues the University of the Sciences in Philadelphia faced when making the fundamental change in structure and philosophy.	A case study of the University of the Sciences in Philadelphia	Once an institution does decide to rebrand itself, continuous attention to marketing and growth is necessary.
Owston (2007)	To discover the reasons Why West Virginia produced such a high percentage of "college-to-university" changes.	Quantitative, qualitative, case study	The major reasons for the rebranding of HEIs were: a. To reflect the institutions' current status b. To define the future mission of the institution c. To increase prestige d. To increase enrolment e. Factors relating international marketing

Source: Author's compilation from the literature review

2.4 The Role of Rebranding

The associations to build and maintain are two of the most important issues in building brand equity (Rosenthal, 2003). Aaker (1991) explained that the goal of rebranding is to generate added sales levels and enhance equity. Continuous attention to market and growth is necessary once an institution decides to rebrand itself (Rosenthal, 2003). de Chernatony et al. (2004, p. 74) stated that "if a brand is to thrive over time it can be speculated that the values that form part of its identity would need regular subtle adjustments in order to synchronize continually with consumers' needs." Rebranding aims to enhance, regain, transfer and/or recreate the corporate brand equity (Muzellec and Lambkin, 2006). Past studies suggest that name change does serve as a signal of increased future profitability and investors' perception of firm value in a positive way (Kilic and Dursun, 2006). But, most organisations do not formally seek the perception of their customers on rebranding practice (Lomax and Mador, 2006). Braun (1999) suggested that marketers could reshape consumers' experiential memories through messages. Thus, to change consumer memory, rebranding plays an important role in the reconstruction of a consumers' memory. Although a firm's objective to rebrand is to offer customers a unique organizational value proposition, the rebranding programme sometimes does not create positive brand equity (Boyle, 2002). Muzellec and Lambkin (2006) indicated that since brand awareness is a key component of brand equity, rebranding is likely to further damage the equity of a brand.

Some researchers have explained that the main goal of rebranding is to enhance brand equity (Aaker, 1991; Boyle, 2002; Causon, 2004; Koku, 1997a; 1997b; Muzellec and Lambkin, 2006). However, rebranding by a company can reduce the negative effects of brand equity (Melewar et al., 2006). Muzellec and Lambkin (2006) agreed that rebranding could positively or negatively influence brand equity. In other words, when rebranding is conceptualized as a change in an organization's self identity and/or an attempt to change perceptions of the image among external stakeholders, this strategy will either destroy or create brand equity (Muzellec and Lambkin, 2006). Past studies found that rebranding has either positive or negative effect on brand equity (Boyle, 2002; Muzellec and Lambkin, 2006). Building on theses findings, this study argues that the higher levels of rebranding have led to higher level of brand equity.

H: *Rebranding has direct influences on brand equity. The higher levels of rebranding, the higher the brand equity.*

3. Methodology

3.1 Instruments

Two sets of instruments have been designed, one set for the students and the other set for the employees in HEIs. In the initial stage, the items for rebranding have been identified based on past literature. Twelve items are created and modified based on the studies of Chu (2001), Kaczynski and Cromption (2004), and Rosenthal (2003) to measure the respondents' perception towards their institution rebranding activities, the questionnaire consists of four dimensions that include 2 items for repositioning, 2 items for renaming, 4 items for redesigning, and 4 items for recommunicating. Since the items have been taken from different sources, three marketers of HEIs and one marketing researcher help to check the consistency and content validity of the instrument. Yoo and Donthu's (2001) brand equity instrument was adopted, which provided a valid and reliable measure of brand equity, is one of the major brand equity measurements that appeared frequently in the past literature. For the purpose of this study, pre-test and pilot-test are conducted to make sure the survey was implemented appropriately on the survey system (Table 2). Exploratory factor analysis (EFA) is applied in identifying the items that loading less than 0.30 should be dropped in this initial test to assess construct validity.

Table 2: Reliability Coefficients

	Pre-Test (n=33)		Pilot Test (n=70)	
Variables	**Cronbach's Alpha**	**No. of Items**	**Cronbach's Alpha**	**No. of Items**
Brand Equity	0.68	14	0.89	10
Rebranding	0.81	12	0.73	12

3.2 Samples

A quota sampling was use to select three HEIs from each category of public and private HEIs. This study focused on the HEIs that were transformed in year 2006 and 2007. In order to capture students that experienced the college-to-college university and college university-to-university changes. The students that enrol more than one year were selected from the HEIs. The units of analysis in this study are divided into two categories: students and employees (administrative staff and academicians) who voluntary to participate in this study. Students are selected in order to answer the first set of questionnaire related to the brand equity. Employees of the HEIs are selected to answer the second set of questionnaire related to rebranding.

A total of 200 questionnaires were distributed to the staff in three public universities and three private university colleges that willing to participate in the study. Out of the 200 questionnaires distributed, 176 were returned and all of which were found to be usable, valid for analyses, and without missing data. For students, a total of 500 questionnaires were distributed to the students in three public universities and three private university-colleges that willing to participate in the study. Out of 500 questionnaires distributed, 371 (74.2%) were usable and valid for analyses while 129 have to be dropped due to incomplete response and the existing of missing data. Cronbach's alpha was computed, the alphas for the variables examined are above 0.70 (brand equity = 0.91, and rebranding = 0.89).

3.3 Analysis

The survey data were analysed in two steps. Firstly, Confirmatory Factor Analysis (CFA) was used to identify the dimensionality of rebranding. Second, Structure Equation Model (SEM) was used to examine the role of rebranding toward brand equity. In order to analyze the data, the two instruments are merged into a set of file in SPSS. Kamakura and Wedel (1997) addressed the situation in which a marketing researcher wants to cross-tabulate two sets of discrete variables collected in independent samples. The study suggested that the common variables need to be grouped into categories and an exact match between subjects in the two files is sought along these categories. Demographic is the common variables used to match the subject, but other variables can also be used for the specific purpose of data fusion (Kamakura and Wedel, 1997). The common variable that appears in both samples is the HEIs brand which the respondent has enrolled. Therefore, the mean of rebranding dimension in the second set of instrument is calculated for brand equity. The two files are merged based on the HEIs in the cases. Since this study investigates the customers' perspective, a customer data file is used. This procedure of matching the data is acceptable in marketing research and the problem of missing data can be avoided.

4. Findings

4.1 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is used to examine the validity (construct validity, discriminate validity, nomological validity, and face validity) of the items (Hair et al., 2006). A CFA was conducted on rebranding with 12 items to test for its validity. The fit indices did not achieve the minimum acceptable level. Subsequently, three (3) items with the least variances were dropped from the original scale. The index improved after item no.4 (Choosing a new name) and item no. 6 (Changing the logo) from the construct was deleted. Item no.3 (Altering brand name) of the renaming construct was absorbed in repositioning. The dimension of renaming was deleted from the rebranding. The result shows that χ^2/df is less than 5 and the goodness-of-fit indexes indicated a good fit model (RMSEA=0.08, RMSR=0.05, GFI=0.94). The items in total sample were loaded into three factors and the factor loadings for all were above 0.30. The indicator reliability is high and the variance extracted is equal to 0.5 as shown in Table 3.

Table 3: Fit Indices of the Model and Factor Loading for Rebranding

Fit indices	Items	Initial Model (n=176)	Final Model (n=176)
Chi-Square		125.95	65.37
Degrees of freedom		48	32
χ^2/df		2.62	2.04
RMSEA		0.09	0.08
RMSR		0.06	0.05
GFI		0.85	0.94
Repositioning	No.1		0.53
	No.2		0.52
	No.3	Absorb no. 3	0.51
Renaming	No.4	Deleted no.4	
Redesigning	No.5		0.45
	No.6	Deleted no. 6	
	No.7		0.87
	No.8		0.79
Recommunicating	No.9		0.57
	No.10		0.52
	No.11		0.61
	No.12		0.69
Reliability			0.89
Variance Extracted			0.50

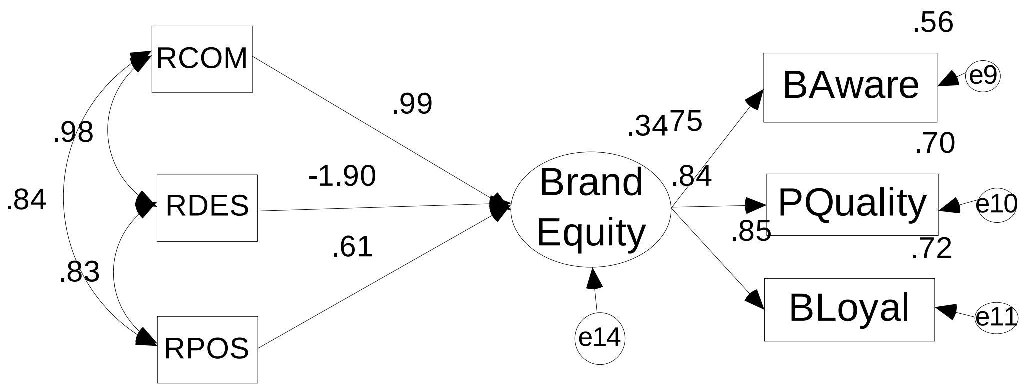
Four dimensions of rebranding tested. Three found to be significant in this study were repositioning, redesigning, and recommunicating. Items in renaming were merged with the items in repositioning dimensions. The dimensions validated form the three out of four dimensions introduced by Muzellec et al. (2003). The recommunicating dimension is in line with Causon (2004), Daly and Moloney (2004), Kaikati and Kaikati (2003), and Rosenthal (2003). Renaming was omitted from this study. This is not surprising because the HEIs involved in this study have only changed their status with their original name as well as umbrella name is maintained.

HEIs may resist in changing their umbrella name as they may feel that their brand identity may be lost when adopting a new name.

4.2 Structure Model Testing

SEM was conducted to determine the best linear combination of rebranding in predicting brand equity. Figure 1 shows the linear regression analysis which can be used to evaluate the prediction of the brand equity index from the rebranding index for HEIs. Three paths in the structural models were significant at the p<0.01 significance level, hypothesis H1, H1a, H1c, and H1d are supported. The estimates of regression coefficient of recommunication to brand equity is 0.99, the estimates of regression coefficient of redesigning to brand equity is -1.90, and the estimates of regression coefficient of repositioning to brand equity is 0.61. The result indicates a good fit model (χ^2/df=3.32, GFI=0.98, NFI=0.99, RMSEA=0.08). Recommunicating positively influenced brand equity (p<0.01), redesigned negatively influenced of brand equity (p<0.01), and repositioned positively influenced of brand equity (p<0.01). This result is consistent with Boyle (2002), Causon (2004), Muzellec and Lambkin (2006), Rosenthal (2003), and Stuart and Muzellec (2004).

Figure 1: Recommunicating (RCOM), Redesigning (RDES), and repositioning (RPOS) influence on brand equity



5. Discussion and Limitations

On an issue about the empirical assessment of the rebranding dimensions, this study results partially confirmed prior research on the issue and indicated that the renaming is not a dimensions for HEIs that upgraded to higher status. With regard to the findings of this study, this study work provides an understanding of the concept clearly.

The empirical findings of this study add to the literature on rebranding by better understanding how they influence brand equity. The results indicate the rebranding influence brand equity in different way. Repositioning and recommunicating positive influenced brand equity but redesigning negative influenced brand equity. This finding is not surprising, since the population for this study is collected from HEIs which have undergone the rebranding process in less than three years. Rosenthal (2003) explained that the effects of rebranding could only be felt in a decade or more. Collectively, both positive and negative effects of rebranding suggest that marketing department should plan carefully of their strategies to avoid negative impact of their implementation. Redesigning of the brand is a must for rebranding of a brand. Marketing department should carefully redesign of their brand. Repositioning and recommunicating can enhance customer perception so that such negative effects may be gradually eliminated. To avoid diluting the brand equity, rebranding of the HEIs should be carefully managed. Customer and internal staff have to involve in the changing process of a brand, the visual and verbal identity play a significant role in notifying them. HEIs must understand that the bigger the changes in brand, the more likely it would weakens the brand equity. HEIs can minimize the degree of brand change by carefully planning for the necessary and relevant changes.

Recommunicating found to be more positive influence toward brand equity compare to repositioning. A customer who has experienced the changes might confuse with the changes of a brand, recommunicating the changes to the customer can enhance the awareness and involvement of the customer. This finding suggests that marketers must improve the quality and quantity of recommunicating the changes to the customers. Marketing managers should be aware that changing the brand might damage the brand and resulting low brand equity.

One of the major contributions of this study is, it offers evidence to suggest the role of rebranding on brand equity of HEIs in Malaysia. Building on the assumption that rebranding may enhance brand equity, most of the previous researches have qualitatively viewed the effect of rebranding on brand equity. This study expands the past literature by empirical examining the role of rebranding. The rebranding shown has effects towards brand equity. This study takes a fundamental first step to investigate the rebranding role in HEIs. The quantitative approach can enhance the reliability and validity of the findings reported. This study provides a statistical proof that rebranding plays a role in influencing brand equity. Furthermore, this study contributes to the literature on educational marketing towards understanding the dimensional of rebranding. More specifically, quantitatively examines the dimensions that have been qualitatively viewed in previous studies. In addition, this study contributes in developing an educational marketing theory by clarifying the branding concepts and dimensions of rebranding.

Since rebranding is relatively new in service branding, little research on rebranding from the educational marketing is obtained to conceptualize the concepts. Only a small number of studies were available as reference with regard to the testing of some hypotheses. The specified theoretical model in educational industry which suggests a direction of rebranding is not available in the past literature. The proposed model did not build upon a strong foundation of rich literature. As such, a lot of uncertainty was faced in developing the proposed conceptual framework. Several items used in this study were adapted and not directly adopted from previous studies. The items were developed based on many past studies which were used in different services and product industries. In order to have a good instrument, the instrument needs to be tested and modified many times. The reliability test showed high Cronbach's alpha values, but the respondents have tendency to be lenient and the CFA suggested problems relating to the validity of the constructs. In addition, the different measurement fits across the two samples indicated an incorrect specification of the sample selected. This study has merged two independent samples with regard to two different variables. The service branding model variables were collected from the students, while rebranding mix variables were collected from the staff. This may have effect on the lack of significant relationships between rebranding mix and brand equity. Structural equation modelling has been known as one of the most effective tests to be used for examines the multilevel association between variables. However, the structural equation modelling cannot completely address the experimental design between the variables in a multi-relationship model.

Future study should seek to examine rebranding from other stakeholders' perception such as the parents or potential customers. Research can be conducted to compare the different groups of stakeholders' perception towards a company's rebranding strategy and to see if rebranding affects the overall corporate strategies of a company. Since rebranding practice is time consuming, additional study needs to identify which rebranding contributes more to the effectiveness of corporate strategies.

References

Aaker, DA 1991, *Managing Brand Equity: Capitalizing on the valued of a brand name.* New York, The Free Press.

Aurand, TW, Gorchels, L, & Bishop, TR, 2005. 'Human Resource Management's Role in Internal Branding: an Opportunity for Cross-functional Brand Message Synergy', *Journal of Product & Brand Management,* vol. 14, no. 3, pp. 163-169.

Braun, KA 1999, 'Postexperience advertising effects on consumer memory', *Journal of Consumer Research,* vol. 25, no.4, pp. 319-334.

Boyle, E 2002, 'The failure of business format franchising in British forecourt retailing: a case study of the rebranding of Shell Retail's forecourts', *International Journal of Retail & Distribution Management,* vol. 30, no. 5, pp. 251-263.

Causon, J 2004, 'The internal brand: successful cultural change and employee empowerment', *Journal of Change Management,* vol. 4, no. 4, pp. 297-307.

Chu, J 2001, 'The renaming of library schools in China and the effects', *New Library World,* vol. 102, no. 7/8, pp. 274-277.

Daly, A, & Moloney, D 2004, 'Managing corporate rebranding', *Irish Marketing Review,* vol. 17, no. 1/2, pp. 30-36.

de Chernatony, L, & Cottam, S 2006. 'Internal brand factors during successful financial services brands', *European Journal of Marketing,* vol. 40, no. 5/6, pp. 611-633.

de Chernatony, L, & Segal-Horn, S 2004, 'Identifying and sustaining services brands' values', *Journal of Marketing Communication,* vol. 10, pp. 73-93.

Eccles, G 2004, 'Marketing the corporate university or enterprise academy', *The Journal of Workplace Learning,* vol. 16, no. 7, pp. 410-418.

Gambles, B & Schuster, H 2003, 'The changing image of Birmingham libraries: marketing strategy into action', *New Library World,* vol. 104, no. 1192, pp. 361-371.

Hair, JF, Black, WC, Babin, BJ, Anderson, RE, and Tatham, RL 2006, *Multivariate Data Analysis,* 6th edn, Prentice Hall, New Jersey.

Harris, F & de Chernatony, L 2001, 'Corporate branding and corporate brand performance', *European Journal of Marketing,* vol. 35, no. 3/4, pp.441-456.

Hankinson, P, Lomax, W, & Hand, C 2007, 'The time factor in re-branding organizations: its effects on staff knowledge, attitudes and behaviour in UK charities', *Journal of Product and Brand Management,* vol. 16, no. 4, pp. 236-246.

Hankinson, P & Lomax, W 2006, "The effects of re-branding large UK charities on staff knowledge, attitudes and behavior', *Int. J. Nonprofit Volunt. Sect. Mark.,* vol. 11, pp.193-207.

Kaczynski, AT, & Cromption, JL 2004, 'An operational tool for determining the optimum repositioning strategy for leisure service departments', *Managing Leisure,* vol. 9, pp. 127-144.

Kaikati, JG, & Kaikati, AM 2003, 'A rose by any other name: rebranding campaigns that work', *The Journal of Business Strategy,* no. 24, vol. 6, pp. 17-23.

Kamakura, WA & Wedel, M 1997, 'Statistical data fusion for cross-tabulation', *Journal of Marketing Research,* vol. 34, no. 4, pp. 485-499.

Kapferer, J 2004, *The new strategic brand management,* Kogan Page, London.

Keller, KL 2000, 'The brand report card', *Harvard Business Review,* January-February, 3-10.

Kilic, C & Dursun, T 2006, 'The effect of corporate identity changes on firm value an empirical investigation', *Journal of American Academy of Business,* vol. 10, vol. 1, pp. 234-240.

Koku, PS 1997a, 'Corporate name change signaling in the services industry', *Journal of Services Marketing,* vol. 11, no. 6, pp. 392-408.

Koku, P. S. 1997b. 'What is in a name? The impact of strategic name change on student enrollment in colleges and universities', *Journal of Marketing for Higher Education,* vol. 8, no. 2, pp. 53-71.

Kotler, P & Fox, KFA 1995, *Strategic marketing for education institutions,* 2nd edn, Prentice Hall, New Jersey.

Lampo, SS 2001, 'An exploration of services branding', Doctoral Dissertation, Texas A&M University.

Lomax, W & Mador, M 2006, 'Corporate re-branding: from normative models to knowledge management', *Journal of Brand Management,* vol. 14, no. 12, pp. 82-95.

Lomax, W, Mador, M, & Fitzhenry, A 2002, '*Corporate rebranding: learning from experience*, Occasional Paper Series No 48, viewed 20 November 2005, <http://business.Kingston.ac.uk/papers/opres48.pdf>

McGurk, MS 1997, 'Rebranding the army: advertising effectiveness case study', Master Thesis, University of Louisville.

Melewar, TC, Hussey, G, & Srivoravilai, N 2005, 'Corporate visual identity: The re-branding of France Telecom', *Journal of Brand Management,* vol. 12, no. 5, pp. 379-394.

Morphew, CC 2000, 'A rose by any other name: explaining why colleges become universities', *The Review of Higher Education,* vol. 25, no. 2, pp. 207-224.

Muzellec, L, Doogan, M, & Lambkin, M 2003, 'Corporate rebranding – an exploratory review', *Irish Marketing Review,* vol. 16, no. 2, pp. 31-40.

Muzellec, L, & Lambkin, M 2006, 'Corporate rebranding: destroying, transferring or creating brand equity?' *European Journal of Marketing,* vol. 40, no. 7/8, pp. 803-824.

Osman, H 2008, 'Re-branding academic institutions with corporate advertising: a genre perspective', *Discourse & Communication* (pp. 57-77), SAGE Publications, Log Angeles.

Owston, JM 2007, ‘Survival of the fittest? The rebranding of West Virginia higher education’, EdD Dissertation, Marshall University.

Rosenthal, G 2003, ‘A name by any other name: responding to increasing role of marketing in higher education’, Doctoral Dissertation, University of Pennsylvania.

Simms, C, & Trott, P 2007, ‘An analysis of the repositioning of the “BMW Mini” brand’, *Journal of Product and Brand Management,* vol. 16, no. 5, pp. 297-309.

Stensaker, B 2005, ‘Strategy, identity and branding – Re-inventing higher education institutions’, *A paper presented to the City Higher Education Seminar Series (CHESS),* viewed 10 October 2006, <http://www.nifustep.no/index.php/content/download/16708/95315/file/Paper50en_strategy_identity_and_branding_edited.pdf>.

Stuart, H, & Muzellec, L 2004, ‘Corporate makeovers: can a hyena be rebranded?’, *Brand Management,* vol. 11, no. 6, pp. 472-482.

The Star. 2009, ‘PM tables three-pronged Budget 2008’, Viewed 9 August 2009, <http://thestar.com.my/news/story.asp?file=/2007/9/7/nation/20070907161530&sec=nation>

Yoo, B, & Donthu, N 2001, ‘Developing and validating a multidimensional consumer-based brand equity scale’, *Journal of Business Research,* vol. 52, pp.1-14.

Zinkhan, GM, & Martin, CR 1987, ‘New brand names and inferential beliefs: some insights on naming new products’, *Journal of Business Research,* vol. 15, pp.157-172.