

PUBLIC RELATIONS ROLE IN REBRANDING CAMPAIGNS:

YMCA 2010 IMAGE OVERHAUL CASE STUDY

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## CHAPTER I

### STATEMENT OF PROBLEM

In a society that is overflowing with advertisements from organizations touting their products and services as the best or most effective in their respective industries, brand imaging is becoming increasingly critical. As online purchasing continues to grow exponentially, it becomes more difficult for organizations to maintain a humanistic approach to their sales tactics. This trend makes it even more imperative that organizations work harder to set themselves apart from the competition through imaging that resonates with their target demographics. Brand loyalty continues to decrease as individuals seek out more frugal options in an effort to stay afloat during uncertain economic times. Such market changes, trends and shifts in consumer behavior can lead to a weakened brand image, causing certain products or services to struggle through the recession or be pushed off the shelves by new products with a better understanding of their target market.

Taking into consideration every asset an organization might have compared to others in a specific industry, brand is arguably the most valuable. It is not enough for a brand to be accepted by the target market, it must also be top of mind for the general consumer. A strong branding campaign should ultimately lead to brand loyalty, which

can be defined as a consumer's unconditional commitment and strong relationship with any given brand, which is not likely to be affected under normal circumstances. Brand loyalty is a multidimensional construct, influenced by consumers' perceived value, brand trust, satisfaction, willingness to pay higher prices, repeat purchase behavior and commitment (Khan & Mahmood, 2012). If an organization's brand is strong, it will command higher prices and boast a higher market share than that of its competitors. In addition, cause-driven organizations can add significant value to their brand when they are well recognized and have a positive association in consumers' minds, which is known as brand equity. A strong brand is based on the success of the three aforementioned pieces of branding – brand awareness, brand loyalty and brand equity (Khan & Mahmood, 2012).

Even those organizations that have been around for decades, or even hundreds of years are fighting to maintain their piece of the market. As consumer habits continue change, so must the tactics of merchants. Throughout recent years, organizations have begun to take a deeper look at their brand image and question whether or not it truly conveys exactly what is intended. The Internet provides individuals the ability to share a positive or negative thought with millions of strangers with the click of a button, which causes additional need for organizations to take a look outside their current arsenal of brand-building tactics. There are numerous tactics that can be used to convey a refreshed message and imaging to an organization's target audiences. Although the two are commonly considered synonymous, marketing and public relations approaches to rebranding differ vastly. Marketing is defined as “the action or business of promoting and

selling products or services,” whereas public relations is widely defined as “a strategic communication process that builds mutually beneficial relationships between organizations and their publics,” (Public Relations Society of America, 2012). According to a study conducted by Manning Selvage & Lee, public relations is the most important communications discipline for building brand reputation. Therefore, in order to be successful in branding efforts, organizations need to make effective use of public relations strategies and tactics.

Although organizations might launch brands that have the potential to be successful, it is also necessary to effectively promote and nurture the brand throughout the product or organization’s life cycle. Failure to maintain a brand image will lead to the organization’s reputation deteriorating amongst consumers. When an organization’s leadership team realizes that a brand has been poorly maintained, is outdated, or simply does not represent the current state of the organization, it is critical not to let it continue lingering; an outdated brand only causes further harm to an organization’s overall sales and impact. In situations regarding a slump in sales, merger, or scandal, organizations often look at the option of rebranding, which is defined as “the creation of a new name, symbol, term, design, or combination thereof for an established brand with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors,” (Muzellec & Lambkin, 2006). Rebranding is a tactic generally used by organizations facing the necessity of changing their image or repositioning the organization in the face of its key publics, and is not something that comes without extensive research and careful execution.

One well-known organization to recently launch an image overhaul is the Young Men's Christian Association (YMCA) of the USA (Y-USA). Founded in London in 1844 and making its way to the United States in 1852, the YMCA seemingly has withstood the test of time. However, in 2008, Y-USA launched a two-year study of key influencers and the general public to gauge awareness and understanding of the organization as a whole. The two-year research endeavor involved a review of strategic materials, communication, competitive and media audits along with qualitative and quantitative research. As anticipated, the research results showed that people did not have an accurate idea of what the organization stands for or offers in the more than 10,000 communities in which it is anchored throughout the United States (Y-USA, 2010). Remaining unchanged since 1967 (Figure 1.0), the trademarked logo with its red triangle and bent black bar accompanied the tagline, "We Build Strong Kids, Strong Families and Strong Communities." Confused between programs, membership, and activities for varying age groups, consumers confessed that they, in fact, had no idea what the mission of the YMCA was. In addition, due to lax guidelines regarding use and formatting of the YMCA's previous branding, members and non-members of the organization alike were unable to identify the correct logo for the organization; thousands of variations existed at the time of the study (Figure 2.0).

In an effort to evolve and better reflect the vibrancy of the YMCA and the diversity of the communities it serves, in 2010 Y-USA officials used the research results as a springboard from which they could launch a new, colorful brand identity, referring to the organization as simply "The Y," with the tagline "For Youth Development, For



Healthy Living and For Social Responsibility,” (Y-USA, 2010). Y-USA’s rebranding is a platform for creating greater understanding among the organization’s constituents about what it stands for and the impact the Y makes in communities around the world.

Managing this brand effectively drives action, influencing more people to join, renew, give, volunteer, advocate, and champion the Y’s cause (Y-USA, 2010). Without a thorough understanding of the brand as a whole, Y’s throughout the country had been ineffectively using it and, in turn, obtaining less than desirable results.

In order to understand the intricacies of corporate branding campaigns from a public relations perspective, this case study of the Y-USA rebranding campaign identified aspects of effective and ineffective branding campaigns, explored the theoretical base upon which such campaigns are built, identified the role of the organizations’ publics, and compared/contrasted elements that are successful in some corporate rebranding campaigns but not others. The YMCA rebranding campaign is only one example of a recent branding campaign; there are countless corporate rebranding campaigns that have been launched throughout the last decade, including State Farm Insurance Company, Starbucks, GAP and more. Muzellec and Stuart (2004) define rebranding as the way a brand is “reborn.” According to their study, a corporate rebranding is either revolutionary – meaning that everything is created anew by changing the organization’s name, logo, and slogan – or evolutionary – meaning a company changes their logo, slogan, or both. The authors posit that when an organization goes through the rebranding process, its overall goal is to depict marked change to its stakeholders, consumers, and the general public. Muzellec and Stuart contend that it is extremely difficult to measure the success

or failure of an organization's rebranding efforts. The most effective method to evaluate the success of a rebranding campaign is by analyzing the initial goals and objectives set forth in the campaign. Another important factor in determining success or failure of such a campaign is increased (or decreased) revenue. Rebranding campaigns require a great deal of research and careful execution; otherwise the result could be the ultimate failure of the brand rather than renewed success. This research on the Y-USA rebranding campaign focused on the two key areas of brand loyalty in corporate rebranding campaigns and the impact of public relations strategies on corporate rebranding campaigns. Success is defined as public understanding and awareness of an organization, due to the fact that the Y is a nonprofit organization and therefore is not publicly traded.

## CHAPTER II

### REVIEW OF RELATED LITERATURE

The role of marketing in branding campaigns is arguably better understood than that of public relations. However, public relations plays an essential role in the success of any branding campaign. Several researchers have studied such campaigns and their impact on public perception and loyalty to a brand or organization. In an effort to fully understand the scope of this current research, it is imperative to build on what other researchers have already accomplished. Through a review of existing academic research highlighted below and the use and analysis of existing data as reported in case studies, supported conclusions can be drawn to provide additional insight into the effective use of public relations strategies and tactics in branding campaigns.

One of the most critical factors to consider when launching a branding campaign is the level of trust held by the organization's publics. According to a study conducted by Yesim Ulusua, brand trust is important in understanding consumers' brand relationship, as trust has emerged as one of the most desired qualities in any close relationship – including that which is between an organization and its publics (Ulusua, 2011). Brand image, on the other hand, represents the totality of consumer perceptions about any given brand. Ulusua's study analyzed consumers' perception of brand image and brand trust in

three leading tea brands and how the relationship between the two factors affected each other. Ulusua's study interprets modern-day situations through theory that has been in use for decades. According to Friedmann and Lessig (1987), brand image is "the consumer's understanding and evaluation of the product." The key in developing an effective branding campaign is to identify or develop the most powerful images and reinforce them through subsequent brand communications (Ulusua, 2011). Overall, when considering a branding campaign, it is important to realize that brand identity represents the total proposition that the company makes to consumers – the promise it makes. The brand – new and old alike – consists of features and attributes, benefits, performance, quality, service, support, and the values that the brand possesses. Consumers can simultaneously view the brand as a product, a personality, a set of values, and the position it occupies in their mind – branding identity is everything the company wants the brand to be seen as (Ulusua, 2011).

Another important aspect in understanding what makes branding campaigns successful – or not – is perceived public perception of the brand itself. Customer loyalty is becoming increasingly important as consumers continue to be constantly bombarded with new, seemingly better options. Although attracting new customers remains necessary, it is also important for companies to focus on retaining their current customers and building profitable, long-term relationships with them (Hanzaee & Farsani, 2011). Public relations is centered on relationship management, and is an element that cannot be left out of the picture with branding campaigns. Cutlip *et al.* (2006) argue that public relations is "the management function that establishes and maintains mutually beneficial

relationships between an organization and the publics on which its success and failure depends.” In terms of branding campaigns, marketing professionals work to create the new brand, while public relations professionals work to build solid relationships with the company’s various publics by obtaining favorable publicity, building a good corporate image, and handling or heading off unfavorable situations (Hanzaee & Farsani, 2011). Brand image and perceived public relation are critical variables that help consumers understand process, recall, and recognize information. Therefore, with an effective brand, an organization – such as the YMCA – will have a better chance of its publics truly understanding its mission, purpose, and goals.

In a two-case study analysis of high-tech firms in Silicon Valley conducted by Plowman and Chiu (2007), the researchers aimed to identify how and why certain corporate identity principles were used in establishing a model campaign for the respective companies. According to the researchers, launching a branding campaign is something companies should do only with solid rationale to support the intended effort. Plowman and Chiu developed an ideal model based on three existing models: the Effective Corporate Identity Campaign Model by Gorman (1994), the Integrated Marketing Communications (IMC) model by Shutz, Tannenbaum, and Lauterborn (1993), and the Strategic Program Planning Matrix by Wilson and Ogden (2004). This study also sought to understand precisely which factors are essential to a successful identity campaign. Terms such as branding, identity, and reputation are overlapping, although they stand alone as well. Branding, more likely a term used in marketing, speaks directly to the reputation of an organization, which is more likely a term used in public

relations (Plowman & Chiu, 2007). A branding campaign is a strategic communications activity that leads to enhanced perceived quality, which Aaker (1996) defined as “The customer’s perception of overall quality or superiority of a product or service with respect to its intended purpose, relative to an alternative.” Such a campaign both informs publics and builds recognition, which, in turn, encourages consumers to buy the company’s products or services (Plowman & Chiu, 2007).

Although it might seem as if the foundation for a successful branding campaign is simply theory and execution, it is imperative that public relations professionals continue to manage the most uncertain and critical aspect of the campaign: relationships. Without taking an organization’s publics into consideration, experts will not know the appropriate direction in which to lead the campaign. According to Center and Jackson (1995), “The proper term for the desired outcomes of public relations practice is public relationships. An organization with effective public relations will attain positive public relationships.” In their book, *Public Relations as Relationship Management: A Relational Approach to the Study and Practice of Public Relations*, Ledingham and Bruning highlight their research that points to the idea that organization-public relationship dimensions of openness, trust, involvement, investment, and commitment influence public perception of overall satisfaction with the organization by its publics. Without taking into account the relationships at stake between an organization and its publics, any attempted branding campaign will fail.

In addition to launching a branding campaign rooted in factual information about the organization, it is sometimes necessary to launch an emotional branding campaign

that corresponds with the mission and purpose of the organization. In a society where consumers have a plethora of products at their fingertips, companies lack the upper hand and must rely more heavily on public relations strategies and tactics that effectively target specific publics. In Daryl Travis' book, *Emotional Branding: How Successful Brands Gain the Irrational Edge* (2000), he outlines the importance of focusing on exactly what public relations practitioners are taught to focus on: individual publics. Branding begins and ends with the customer, and companies must proactively employ public relations strategies in order to ensure consumers' satisfaction and brand loyalty and understanding. According to Travis, the "touchy-feely" of emotional branding isn't all fluff; there is a lot of substance to emotional branding. People want to buy from people, and when a brand thoroughly conveys that the organization is focused on humanistic aspects, not simply the bottom line, the branding campaign is more likely to be successful (Travis, 2000).

Although such rebranding campaigns are commonly seen for their entirety, there are many different pieces that make up an effective rebranding campaign. In a study conducted by Muzellec and Stuart (2004), the researchers worked to determine the key elements of corporate rebranding campaigns: consistency and continuity. The authors contend that research is crucial in any rebranding efforts; one of the biggest mistakes corporations make is being too short-sighted and not thoroughly vetting the possible outcomes of such a large public relations undertaking. Muzellec and Stuart suggest that organizational leaders address the following questions prior to launching a corporate rebranding or revitalization campaign:

- What will happen if we do not make this change?

- Exactly what is being signaled?
- Are the key stakeholders cognizant and positive about the change?
- What will be the reaction of competitors to this change, or is the organization merely reacting to competitor changes in corporate branding?

Stakeholders play a crucial decision-making role in organizational politics and often have a difficult time coming to terms with such change and the large cost associated with rebranding campaigns (Muzellec & Stuart, 2004). It is necessary to maintain open, direct communications with all parties involved in order to ensure that the transition is smooth and leaves the organization in a better situation than it was previously experiencing.

Revitalization, a term first used by Aaker (1991) and Keller (2000) is another term that can be used in reference to the overarching concept of rebranding. Unlike the definition of rebranding provided by Muzellec and Lambkin (2006), revitalization refers to the act of instilling new life in an old brand in order to effectively respond to a changing market. Aaker (1991) outlined seven paths for revitalization, including increasing usage, finding new uses, entering new markets, repositioning the brand, augmenting the product or service, rendering existing products obsolete with new technologies, and brand extension. Unlike rebranding, revitalization always takes place when a product or service is nearing the end of its life cycle; rebranding can be implemented at any time.

Revitalization and repositioning of a brand through a gradual modification of the brand's purpose and aesthetics is considered a necessary part of brand management in response to changing consumer behaviors and market conditions. A complete name



change, however, suggests a loss of all value associated with the original name, which opens the door to the potential of significant brand equity issues in the future (Muzellec & Lambkin, 2006). It takes years of investment in a brand name to achieve a loyal customer base and a significant profit, which can all be nullified and actually damage the brand itself if an organization approaches a rebranding campaign in an ineffective manner. However, there is a significant difference between slight changes to a company's name – such as the YMCA to the Y or Apple Computers to Apple, Inc. – and complete transformations – such as Phillip Morris Companies, Inc.'s transition to Altria Group, Inc.

According to the PRSA, a brand is defined as “a name, term, symbol, design, or a combination of them intended to identify goods or services of one seller or a group of sellers and to differentiate them from those competitors.” Therefore, as mentioned in the problem statement of this research study, the definition of rebranding could be “the creation of a new name, term, symbol, design, or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors,” (Muzellec & Lambkin, 2006). The aforementioned definition of rebranding focuses on changes in aesthetics as well as positioning, but rebranding can occur with changes in one or both of those areas. Rebranding is a continuum from evolutionary modifications of the logo and slogan all the way to the revolutionary development of an entirely new name (Muzellec & Lambkin, 2006). The descriptive model in Figure 3.0 depicts the two fundamental dimensions of rebranding and allows for variance in terms of how extreme the change is. Evolutionary branding happens when an organization makes a gradual change in its positioning and

aesthetics that is barely noticeable to outsiders. It is widely accepted that all organizations go through this process at some point or another simply to continue meeting the needs of their markets. Revolutionary branding, on the other hand, occurs when a major, identifiable change in positioning and aesthetics is undertaken that essentially redefines the organization (Muzellec & Lambkin, 2006).

Research conducted by Aidan Daly and Deirdre Moloney (2004) focuses on the intricacies of managing corporate rebranding. The researchers posit that a brand is an incredible asset to a company, working to communicate a clear set of values to its stakeholders. In rebranding, by definition changing that organization's identity, the authors argue that management must approach the situation as a serious strategic decision and be prepared to devote significant time to careful planning. Corporate rebranding – which sometimes involves changing a long-held brand name, as in the case of the YMCA – challenges the fundamental axioms of marketing, turning to public relations to ensure the campaign runs efficiently and effectively (Daly & Moloney, 2004). Rebranding is a continuum, starting with revitalizing a current brand all the way to changing the name entirely, involving alternations in brand value and promises made to consumers. A brand is much more than a name and physical presence on letterhead and t-shirts; it has meaning to stakeholders and external and internal customers. For consumers, a brand represents a set of values, promises, and even a personality. For a company, a brand might simply represent a profit; for consumers, it can represent pieces of their own lives. In a focus group conducted by the authors, participants made the following comments about specific corporate brand overhauls: “It looks better, but will it be any better? “Will

it be the same old company?” “Yeah, it’s an improvement ... looks more modern ... but what difference will that make?” A rebranding campaign can only be successful if tangible (physical expression of the brand) and intangible (values, image, and feelings) aspects of the brand are fully recognized in the transition (Daly & Moloney, 2004).

It is imperative for organizations to take opportunities to change or update their brand in order to sustain its integrity (Keller, 2000). Taking brand updates into consideration, it is critical to effectively manage internal branding in order to create a powerful organizational existence. Unfortunately, it is often difficult for individuals working for an organization to objectively assess their brand’s strengths and weaknesses in order to determine where they might need assistance. In his research, Dartmouth College professor Kevin Lane Keller identified what he believes to be the ten characteristics that the world’s strongest brands possess:

1. The brand excels at delivering the benefits customers truly desire.
2. The brand stays relevant.
3. The pricing strategy is based on consumers’ perceptions of value.
4. The brand is properly positioned.
5. The brand is consistent.
6. The brand portfolio and hierarchy make sense.
7. The brand makes use of and coordinates a full repertoire of marketing activities to build equity.
8. The brand’s managers understand what the brand means to consumers.

9. The brand is given proper support, and that support is sustained over the long run.
10. The company monitors sources of brand equity.

From these characteristics, Keller constructed a brand report card – a systematic way for leadership teams to grade their brand’s performance for each specific area. Keller urges organization leaders to learn more about their own brand, and that of other organizations, before jumping into an expensive – and potentially irreparably damaging – rebranding campaign.

Rebranding is often seen as a clear solution for organizations that are underperforming, but the failure rate is high compared to successes. With the frequency of corporate rebranding increasing percent worldwide, research conducted by Kaikati (2003) posits that there are four pitfalls of rebranding campaigns. The “heritage rebranding” trap occurs when an organization attempts to separate itself from its heritage. Next, is the “do not follow the crowd” pitfall, in which organizations launch a rebranding campaign for the sole reason that other organizations are doing so, leaving them in the midst of an unnecessary, costly campaign. The “resist merger rebranding” pitfall occurs when two companies merge and automatically launch a rebranding campaign, when it is actually more effective to conduct thorough research to determine when and if a rebranding campaign would serve the company well. Finally, the authors discuss the “watch out for celebrity rebranding snits” pitfall. In this situation, organization leaders find themselves under the impression that the only way to effectively and efficiently brand their company and gain public acceptance is to use a celebrity to endorse their

brand. All in all, it is essential for organizations to take of rebranding campaigns very seriously and understand that their brand did not reach its current level of ineffectiveness overnight, nor will it skyrocket to success with the click of a few buttons (Kaikati, 2003).

Kaikati (2003) also contends that there are six strategies that have the potential to lead to a successful rebranding campaign. The first strategy is the “phase in/phase out” strategy, during which the campaign works to develop a clear tie from the new brand to the old brand for a given period of time. The second strategy, “combined branding,” occurs when the campaign combines existing brands. For example, when National BankAmericard and Visa merged, the company became Visa International (Kaikati, 2003). The “translucent warning” strategy is when an organization works to communicate with consumers before and after the new brand implementation via promotions, in-store displays, product packaging, and more to ensure that consumers feel included in the rebranding. The fourth strategy, “sudden eradication,” occurs when a company works diligently to distance itself from the old and and replaces it immediately. The “sudden eradication” strategy is typically used during a crisis situation. The “counter-takeover rebranding” strategy is most frequently used when a company has been acquired by another entity. Finally, the “retro branding” strategy is employed when an organization changes its name, realizes it made a mistake in doing so, and works to reestablish the old name and brand. In each of these strategies, it is imperative to note the presence and role of public relations strategy.

Penn Strategies, a full-service communication firm specializing in high-impact branding, public relations, and marketing campaigns recently released an article entitled,

“Ten Reasons to Use Public Relations in Your Next Branding Campaign.” In this article, Shrita Sterlin, chief executive and brand officer at Penn Strategies, provides an anecdote about a company that was originally against using public relations strategies and tactics to launch a branding campaign, preferring to rely solely on advertising. The main reason public relations is a critical element of any successful branding campaign is that it builds positive relationships with the public. Without such a foundation, any additional effort will likely be for naught. The author’s remaining reasons include the following: public relations conditions the environment for brand exhibition, builds brand awareness and raises the brand profile, uses credible third parties to convey brand value, engages key publics with the brand, positively impacts customers’ opinions, attitudes, and behaviors through engagement, manages brand image and reputation through stakeholder outreach, transforms ideas and concepts into clear, compelling and media-friendly messages, and penetrates saturated markets with strategic and targeted mass communications (Sterlin, 2012). Although branding campaigns might seem like solely marketing-oriented work, public relations is the cornerstone of any effective campaign.

## CHAPTER III

### DISCUSSION OF METHOD

This case study examined the intricacies of the 2010 Y-USA rebranding campaign, and evaluated the role of public relations throughout the campaign. Case studies are utilized primarily to provide insight into an issue – in this case, the role of public relations strategy in rebranding campaigns – and draw a generalization (Denzin & Lincoln, 2005). Typically, case studies present few disadvantages, none of which were encountered during this study. In addition to analyzing the Y's rebranding campaign this research also compares/contrasts the YMCA-USA campaign with another notable rebranding campaign: State Farm Insurance Company. Case studies represent grounded theory, which seeks to understand social phenomena based on the patterns, themes and common categories found in daily interactions (Stacks, 2011). An extensive review of the communication surrounding the Y's 2010 rebranding campaign was conducted in an effort to determine the effectiveness of public relations strategies and tactics. Although all rebranding campaigns share similar elements, different factors play a role in the success and/or failure of each individual campaign.

The case selected for this study is specific enough in terms of its focus on rebranding that it offers materials beneficial to other public relations practitioners. Using

a single, mainstream case such as the Y, in contrast with another mainstream case, this research meets the four essential characteristics of case study research: particularistic, descriptive, heuristic, and inductive (Wimmer & Dominick, 2010). To be particularistic, the case study must focus on a particular situation, event, program, or phenomenon, in turn making it an effective method for studying practical, real-life problems. To be descriptive, the final product of a case study must be a detailed description of the topic in question. This case study is heuristic in that it will help people to understand what is being studied. The goals of a case study are new interpretations, new perspectives, new meaning, and fresh insights. Finally, the case study in question relies on inductive reasoning in that principles and generalizations emerged as a result of data analysis (Wimmer & Dominick, 2010).

This case study analysis (and comparator case, State Farm) follows the Linear Case Study approach associated with Jerry A. Hendrix. Hendrix's ROPE (Research, Objectives, Programming, Evaluation) approach begins with researching the situation, identifying such as a problem or an opportunity and targeting the relevant publics. Next, the study moves to an analysis of the research objectives, defining them as impact objectives (informational, attitudinal, and behavioral) or output objectives (distribution or execution). The following step is a thorough examination of the campaign planning and execution – including an analysis of the original research that launched the Y's rebranding campaign. Finally, the campaign is evaluated based on the achievement of both impact and output objectives (Stacks, 2011).



Focusing this study specifically on the ways in which public relations strategy plays a role in rebranding campaigns allows organizations the opportunity to learn from both success and failure. An effectively timed and executed rebranding campaign has the potential to greatly improve an organization's overall existence. Therefore, the case study approach benefits those seeking a generalized method from which they can grasp a better understanding of how critical it is to employ public relations strategies during a rebranding campaign. In order to maximize the reliability and validity of the study, the researcher employed the use of multiple data sources and relied heavily on pre- and mid-campaign research to ensure the message has remained the same throughout.

In comparing the Y's rebranding campaign to another high profile campaign, the researcher has the ability to compare and contrast elements of both campaigns at various stages. Both organizations are long-standing, with deep ties to the communities they serve – the Y is “For Youth Development, For Healthy Living, and For Social Responsibility,” while State Farm is, “Like a Good Neighbor.” This provides even deeper consumer loyalty to each of the brands in question, providing even more opportunity for turmoil. Case studies are considered by researchers as an effective method of information gathering and analysis in an effort to assist other public relations practitioners in their future endeavors. Unlike other potential research methods, conducting a case study provided complete details about the campaign, providing the researcher with a better understanding of what occurred at each stage of the campaign and how it was managed. In analyzing the information collected, the following research questions have been addressed:

R1: What is the role of public relations versus marketing in nonprofit corporate rebranding campaigns?

R2: What is the role of brand loyalty in determining the success or failure of a rebranding campaign?

## CHAPTER IV

### CASE STUDY FINDINGS

An organization's brand image is a critical tool in all facets of its operations. From public relations and marketing to the overall bottom line, the strength of a brand's identity directly correlates to the success of the business itself. The importance of the Y's brand is no different. As one of the nation's leading nonprofit organizations committed to helping people and communities to learn, grow, and thrive, the Y relies on its brand to tell its story – and that of its members and program participants. Without a strong brand, the Y lacks the awareness it needs to generate contributions that allow the organization to continue fulfilling its mission of never turning anyone away due to their inability to pay. The Y has a rich history, and its many successes throughout the past 160 years are largely due to its brand. A retired sea captain, inspired by the stories of the YMCA in England, was responsible for bringing the YMCA to the United States in 1851. The original purpose of the organization was to serve as a “home away from home” for sailors and merchants (Y-USA, 2012). Throughout the following decades, the YMCA played an instrumental role in the development of English as a Second Language (ESL) classes, body building, camping, basketball, volleyball, racquetball, swimming lessons, and more. However, as the YMCA worked to provide additional programming and services to meet the constantly changing demographic it serves, it failed to maintain its image and missed

many opportunities to increase brand awareness and market share. Serving more than ten thousand communities nationwide, it was a difficult task to ensure that the mission and programming of YMCAs across the country were unified (YMCA, 2012). Presenting the organization to the public with multiple names, and presenting programming and purpose without cohesive, unified messaging led to a general misunderstanding in society of what the YMCA stands for. In utilizing Hendrix's ROPE process, this study analyzed the research, objectives, and programming (campaign) associated with Y-USA's rebranding, and then evaluated the campaign as a whole.

### *Research*

In 2008, Y-USA launched a two-year study to determine exactly where the organization was falling short in its branding and messaging to the public. The YMCA needed to develop a more effective presence in order to reach its target audiences of young adults, families (young children), and seniors. Research is the first step in rebranding campaigns, as it allows the organization to fully comprehend the situation it is facing and avoid making decisions that will not withstand the test of time (Muzellec & Stuart, 2004). The YMCA wanted to know why it was not getting the recognition it deserved, why its membership, giving, and volunteerism were not reflecting the benefits it brings to the communities it serves and why other U.S. nonprofits were receiving so much media attention while the YMCA was often overlooked (Y-USA, 2010). Y-USA conducted extensive research with key influencers and the general public in an effort to determine if individuals truly understood who they are, what they do, and why they do it.

Figure 4.0 shows the YMCA's performance in several categories, in relation to its peers. The first category, name recognition, shows that the YMCA ranks first of ten with key influencers, and third of ten with the general public. The second category, familiarity, shows that the organization again ranked third of ten with the general public, with thirty nine percent of individuals saying they were familiar with the YMCA, and forty percent saying they are somewhat familiar with the organization. With key influencers, the organization ranked fourth of ten, with a full seventy two percent of key influencers saying they were very familiar with the YMCA and an additional twenty two percent saying they were somewhat familiar. However, the disparity truly lies at the bottom of the chart. The YMCA ranked ninth out of ten when it came to gifts of time and/or money that it receives from key influencers and the general public.

In terms of relationships (defined as percentage of gifts of time and/or money received by a particular organization), the YMCA ranked eighth out of ten. Many of the peer organizations that ranked high on the first two questions also held steady in the last two, telling Y-USA leadership that they, unlike the YMCA, are turning their high level of familiarity and recognition into actual donations. Overall, the research revealed that eighty three percent of nonmembers and seventy percent of members see the YMCA primarily as a place for exercise and swimming. This research revealed that the organization was seen as a provider of services rather than a cause-driven organization (Y-USA, 2012).

### *Objectives*

By not explaining and demonstrating their cause, Y-USA executives realized that they had confused the very people they needed to understand and support the organization (Y-USA, 2010). Y-USA leadership realized that by implementing a more effective system of messaging, they could seize the opportunity to increase funds and support for the organization. With extensive research as support, Y-USA launched a rebranding campaign in July, 2010. The end goal of such rebranding efforts is to present the Y in a “clear, credible, and compelling way that speaks to our unique capabilities using terms that people understand and value,” (Y-USA, 2010). The new brand is to be used by YMCAs throughout the nation as a roadmap for the way leadership staff think, act, and communicate about the organization.

As outlined previously, there is a distinct difference between public relations and marketing efforts, and the Y chose to focus the majority of its energy on public relations strategies throughout the campaign. The purpose of public relations strategies is to “build mutually beneficial relationships between organizations and their publics,” (PRSA, 2012). The YMCA works diligently to create relationships with its members and the public. Operating a nonprofit organization, Y-USA leadership understands that people form opinions of brands based on their interactions with it – not simply marketing tactics. By employing public relations strategies, the YMCA has a stronger rebranding case to present to the public. The new YMCA brand is focused on three things: their promise, their values, and their voice. These three elements work together to “clarify the confusion, simplify the complicated, and build upon and strengthen what is already

familiar,” (Y-USA 2010). Y-USA’s rebranding campaign public relations strategies included:

#### Internal communications

- Establish and maintain effective positive communications among Y employees to promote integration of the brand and mission

#### Issues Management

- Research, identify, monitor, manage, and evaluate any issues – or potential issues – that arise in order to protect the brand’s reputation

#### External Communications

- Create lasting relationships between the Y and the public; work to foster the change the organization wants to see

#### Community Relations

- Develop effective communications and build stronger relationships between the Y and other nonprofit and for-profit organizations

In outlining the objectives for this campaign, is it important to take note that there are two types of objectives as outlined by Hendrix’s ROPE process: impact and output objectives. Impact objectives are those influences the organization wants to exert with external publics, meaning they focus entirely on desired changes in relationships with particular publics. Typically, these objectives focus on changes in specific publics rather

than within the organization itself. There are three types of impact objectives: awareness, attitudes, and behaviors. Output objectives, on the other hand, are concerned with transmitting public relations messages – an example of which would be an objective to send two press releases each week. Output objectives do not take into consideration how a public relations activity will influence an organization’s relationship with any given public (Berkowitz, 2011). As it relates specifically to the Y-USA rebranding campaign, the objectives evaluated will be impact objectives, as it is not the goal of this campaign to provide YMCAs with a list of tasks (output objectives) to accomplish. To make this campaign as effective as possible, Y-USA must focus its public relations efforts on awareness and attitudes of key publics. The impact objectives outlined by Y-USA include the following:

- To increase membership by 810,000 units (adult, family, youth memberships – one unit includes all members in a household. One unit is not equivalent to one individual)
- To increase donors by 773,000 people

### *Programming*

Focusing first on the organization’s nomenclature, Y-USA sought to implement a clearly defined naming system. With historical roots of serving only men, being identified as the “Young Men’s Christian Association” proved problematic for the organization. It is a difficult task to communicate to the public that an organization is inclusive of everyone when its name and branding specifically refer to one sex and not the other. However, it is also critical that an organization not cut ties entirely with a brand



that is well recognized throughout society. Therefore, Y-USA changed the referential name of the organization to simply “The Y.” “It’s a way of being warmer, more genuine, and more welcoming when you call yourself what everyone else calls you,” said Kate Coleman, senior vice president and chief marketing officer of Y-USA. This new, shortened name asserts a leadership position, captures the values and voice of the organization, and aligns the brand name with the organization’s everyday name (Y-USA, 2010).

A name change also required a change in graphic identity. This bold, geometric logo contained a red triangle, which is the symbol for yield or caution and, according to Y-USA professionals, felt “engineered and not human, corporate and institutional, uninspiring.” The old logo failed to capture the personality of the organization and was associated with the perception of the Y at the time (Y-USA, 2010). Now, as part of the rebranding, the Y has one logo in five variations (Figure 1.0). With a bright, more colorful logo, Y-USA contended that the organization moved from “me” to “we,” portraying itself as an approachable, vibrant, and diverse organization – just like the population it serves (Y-USA, 2010). To test the new brand platform and architecture to ensure that it was clear, credible, and compelling to desired audiences and that it would favorably influence behavior, Y-USA launched a series of validation tests during which the new brand fared well (Figure 5.0).

In communicating through this new brand, it was essential for the organization also to shift their messaging. Now, the Y’s voice is “nurturing, genuine, hopeful, determined, and welcoming” in an effort to ensure that all communication devised by Ys

throughout the country is uniform and conveys the purpose of the organization. Prior to the rebranding, communication was lax, and programs like swim lessons could be described dozens of different ways. Now, all communication has to reflect the voice and intent of the Y in order to remain brand compliant. Also through this rebranding campaign, the Y has refocused on its four core values of caring, honesty, respect, and responsibility. In order to differentiate itself from other nonprofit organizations, the Y states that it is in the human construction business – helping to build people from the inside out. More than just a gym and swim, the Y works to incorporate these four core values into its everyday operations and communications to create stronger ties between the organization and its members. With a sense of loyalty toward the organization, the Y has found that people are more likely to be receptive of communication, and more willing to donate their time and money to support the cause (Y-USA, 2012). Another facet of recommunicating the Y’s purpose in implementing the new brand was discarding the YMCA’s old tagline, “We’re for strong kids, strong families, and strong communities.” In its place, the new brand boasts three areas of focus. Now, the Y is “For youth development, healthy living, and social responsibility,” (Y-USA, 2010). Through these three areas of focus, the Y intends to communicate that it works to “nurture the potential of every child and teen, improve the nation’s health and well-being, and give back and provide support to our neighbors,” (Y-USA, 2010).

The campaign launch in 2010 generated an understanding of where the organization stood, where it needed to go, and what it needed to accomplish to get there. The 2010 rebranding campaign was the responsibility of Y-USA to manage, but the

responsibility of Ys throughout the nation to implement. Y-USA set a five-year brand implementation timeframe – ending in 2015 – during which Ys must meet certain benchmarks to show progress on their journey to full brand compliance (Figure 6.0).

With the launch of a rebranding campaign came the obvious need for marketing and public relations strategy. The Y's campaign has employed its fair share of marketing tactics; however, arguably the most important part of the campaign has been Y-USA's use of public relations strategies. For a nonprofit organization, time and money are resources that typically are scarce. Marketing tactics for such a rebranding campaign can cost hundreds of thousands, if not millions of dollars. Public relations strategy, on the other hand, typically relies on more organic forms of information dissemination and relationship building. The Y's goal throughout this campaign is to convey its value and culture; although marketing and advertising are effective ways to introduce new brands, public relations plays a lasting role in developing a positive perception for such brands (Sterlin, 2012). The goal of public relations in a rebranding campaign is to go above and beyond, transforming stakeholders into brand ambassadors – from employees, board members, and community leaders to members, potential members, and donors. With a connection to the mission of the organization, these individuals will help the Y continue to fulfill its mission. According to Sterlin (2012), public relations wields a great deal of power in a rebranding campaigns, as the most important step is developing relationships.

Brand loyalty is something that must also be taken into consideration when launching a rebranding campaign, as it tends to be a factor in the overall success of the campaign. According to the Cone/Roper Millennial Cause Survey (2006), eighty three

percent of Americans say they trust a company more if it is involved in a cause they care about, seventy eight percent of people are more likely to purchase a product associated with a cause they care about and fifty four percent of people would pay more for such products or services (Cone Communications, 2006). Therefore, as the Y works to rebrand itself, it is critical to effectively communicate to those who have already established brand loyalty to the organization, as well as those who have the potential to develop brand loyalty.

A public relations strategy is a process by which the organization deliberately manages its communications open, candid manner and focuses them appropriately on the market and the consumer (Allert, 1999). A public relations tactic, on the other hand, is a device or method used to accomplish the end goal of public relation strategies (PRSA, 2012). Public relations strategies should be in line with the organization's mission – in this case, “To put Christian principles into practice through programs that build healthy spirit, mind and body for all” – and the end goals of the campaign. Inclusive of both internal and external communications strategies, the public relations tactic into which Y-USA leadership has put the greatest deal of effort is that of messaging. Although this category is broad, it is critical in terms of conveying the desired message the organization wishes to send to the public. Although the Y also wants to increase membership and donations through this campaign, the organization's goal is not to communicate with the public regarding membership pricing specials or specific brands of cardio equipment. The focus of Y-USA's campaign is on telling the organization's story and conveying the multitude of ways in which the Y works to change lives. Now, with the launch of this

campaign, every Y throughout the nation is required to follow the Y-USA Brand Voice and Messaging Guide in order to ensure that the organization is communicating in a unified voice across the board (Y-USA, 2012). Such messages include newsletters, brochures, social media, press releases, and more. For example, previous Y messaging about a youth basketball league would have communicated something along the lines of: “The YMCA offers a youth basketball league for kids in grades K-5. Practices are once each week and games begin in January. Sign up today and take advantage of the early registration price!” Now, with the introduction of the new brand, the message would be more like this: “Be part of something bigger at the Y! Our youth basketball league teaches kids in grades K-5 everything they need to know about the game, from dribbling and shooting to sportsmanship and camaraderie. But most importantly, it teaches them that virtual games just can’t compare to the real thing. Register today! Because at the Y, everyone plays and everyone wins.” The Y sells intangibles – it works to create a better existence for the communities it serves and beyond. Because of this, the use of public relations strategies is even more imperative because unlike marketing, the goal isn’t to sell a product. The end goal is to create awareness of the Y’s existence and mission. In communicating in a nurturing, genuine, hopeful, determined, and welcoming voice, Y-USA is relying on public relations to build relationships and foster change.

Another tactic that qualifies as both an external and internal communication strategy is that of storytelling. The idea of this public relations effort is to tell the story of the people the Y serves, preferably in their own voice. Through these stories, average individuals have the ability to be transformed into passionate advocates and donors. In

such communications, the Y isn't directly selling a product or service; it is communicating life changes for real people who might not have otherwise had a second chance (Y-USA, 2012). Using these stories in all forms of communication – social media, PSAs, brochures, etc. – combines the organization's need for marketing in order to sell memberships to keep its doors open with the need to keep efforts rooted in public relations to continue to build and maintain strong relationships.

The strategy of issue management has not yet been a significant concern of Y-USA leadership since the launch of this campaign. However, experts recommend that this strategy is important for an organization in the middle of a rebranding campaign. Developing community partnerships, on the other hand, is a strategy that Y-USA did not invest a great deal of time in at the launch of the campaign, but one that is quickly moving to the top of the organization's public relations priority list (Y-USA, 2012). Approximately half way through the implementation process assigned to Y's across the nation, Y-USA decided that the brand has had enough time to start forming new roots, and has sought out community partnership opportunities on a large scale (Y-USA, 2012).

### *Evaluation*

Due to the fact that this campaign is ongoing, Y-USA officials are not yet able to evaluate the organization's achievement of the aforementioned objectives of increasing membership units by 810,000 and donors by 773,000 (Y-USA, 2012). However, there are preliminary conclusions that can be drawn based on the research questions posed by this study. In terms of this study's first research question regarding the role of public relations versus that of marketing in nonprofit corporate rebranding campaigns, the research shows

that public relations plays a significant role in such campaigns. Public relations focuses on building relationships, and nonprofits have an advantage over for-profit companies in their perceived inherent credibility (Garcia, 2012). Many nonprofits benefit more from public relations efforts than marketing because such efforts allow the organizations to develop new audiences, expand spheres of influence and enhance overall reputation of the organization (Garcia, 2012). In addition, if thoroughly researched and effectively executed, public relations efforts have the potential to cost less than traditional marketing efforts, which is critical to nonprofits. Although there is no quantitative evidence as of yet conveying the overall success of this campaign, it is clear that Y-USA has made use of public relations strategies and tactics in addition to its marketing and advertising efforts. One essential public relations best practice utilized by Y-USA's campaign is that of clearly defining target audiences for the communications process. Without defining the audience that will receive the message, an organization will ultimately fail in such dissemination of information. Even if an organization crafted effective messages and sent them via successful platforms, they will be unsuccessfully received if they aren't being sent to the right people. Y-USA identified its publics, and communicated with them enough to spark change, but not too much as to lead to an annoyance with the organization from its target audiences. Therefore, indicating to the researcher that the organization understands the importance of public relations, especially as a nonprofit organization working to build and maintain relationships with its publics.

Finally, the role of brand loyalty in determining the success or failure of a rebranding campaign is one that will ultimately need to be revisited once the campaign is

complete in order to draw a more solid conclusion. However, there is evidence from the campaign thus far that conveys how important brand loyalty is – and the ability for someone to stand behind an organization. The Y's work to assist those who are not able – through its financial assistance program – bodes well for the organization from a relationship-building standpoint. However, conversations among the general public that have been captured by message boards on news articles have been both positive and negative, showing the importance of brand loyalty to an organization when undertaking such a large campaign. It is beneficial for the organization to receive more positive than negative feedback in order to effectively retain current customers and acquire new ones.

Sample news story comments include:

I love the new name. My young nephew refers to it as "The Y" - he's attending summer camp there. I stayed at a couple of Y's in Asia (Hong Kong and Singapore) when I was a student - great dormitory style accommodations at very reasonable prices and I even saw families staying there. The point is the YMCA has been offering numerous services and the name "The Y" better indicates the numerous services the company offers globally. Thank you Y, (Strom, 2010).

I drove by a Y today and saw the sign reading only Y. I thought to myself, "Someday they will probably drop the Christian part of their name" Now when I get back to my office and see this article it's really weird. For whoever is behind this you are a bunch of spineless political correct hacks. I will no longer be able to support the camps as I have enjoyed doing in the past, (Strom, 2010).

There are numerous factors that play a role in brand loyalty. Y-USA public relations executives realized that although the organization's target audience supports the organization, rebranding can come as a shock. When considering nonprofit organizations, individuals tend to feel an even greater sense of ownership of them because they are for the community by the community (Y-USA, 2010). Y-USA's branding campaign will



also likely lead to a greater sense of brand loyalty among those who choose to continue supporting the organization and those who will begin to support the organization. As mentioned in the review of related literature, brand loyalty is a multidimensional construct, influenced by consumers' perceived value, brand trust, satisfaction, willingness to pay higher prices, repeat purchase behavior, and commitment (Khan & Mahmood, 2012). This rebranding campaign is working to increase the strength of the Y's brand, which the organization hopes will lead to increased members and donations.

*Comparator Case: State Farm Insurance Company*

The Y isn't the only familiar organization that recently launched a rebranding campaign to more effectively align with its publics. State Farm Insurance Company, established in 1922 in Bloomington, Illinois, announced a rebranding campaign in 2011 in an effort to more effectively reach the Millennial Generation. After conducting a series of focus groups, the company realized that their brand did not align with the reality of the demographic they were trying to reach (Phillips, 2011). Although State Farm insures more cars for young adults than any other insurance agency, the research showed that the majority of young adults with State Farm policies didn't realize who their carrier was, and those who knew of State Farm did not believe the company was speaking their language (State Farm, 2011). Before launching the campaign, Pam El, State Farm's vice president of marketing, said, "We [State Farm] need to learn how to have a conversation with young adults ... we can't let our corporate hat get in the way of how we should talk to young adults" (Phillips, 2011). Therefore, in order to reach the public it had been missing with their previous communication efforts, State Farm decided it needed to

update its look and its messages. Using a logo that had gone unaltered for nearly 60 years, marketing executives believed that the company needed a change to signal that they have expanded far beyond their traditional realm of selling insurance (Elliot, 2011). The new State Farm logo (Figure 7.0) kept the basic design of the previous logo, updating the font and eliminating text in the red bubbles. Although it was not a drastic change, it was met with some resistance from stakeholders due to the fact that it is such a longstanding company. The original logo (Figure 7.0), limited the company's message to simply serving the public with auto, life and, fire insurance, when the company now has a bank, sells mutual funds and securities (Elliot, 2011).

As noted with the YMCA rebranding campaign, State Farm realized that it was ineffectively communicating with its publics and revised – not reinvented – its logo. However, unlike the Y, State Farm had one specific goal in mind: reach the Millennials. In deciding to target their rebranding efforts toward one specific public, State Farm narrowed its possible public relations strategies to only a few: building relationships with specific external publics and maintaining brand reputation. In terms of building external relationships, the company is more concerned with reaching their target audience of young adults than putting off older generations. According to Pam El, the company believes that what pushback they might experience will actually end up working in their favor because what works for the younger generation will also eventually work for the older generation (Phillips, 2011). The majority of the company's efforts were put into television commercials, featuring young adults singing the State Farm Jingle, "Like a Good Neighbor," waiting for an agent to appear to solve their problems.

According to critics, the “new mark feels awkward and out of place, possibly a bit rushed ...” (Custer, 2012). It is important to take public perception into consideration when evaluating a rebranding campaign, as it might be necessary for the company to redirect the campaign to continue along the performance improvement trajectory. Overall, State Farm likely will not experience a negative impact financially due to this rebranding. However, the rebranding campaign seemed to focus too intently on marketing efforts, with little to no emphasis on public relations strategy or tactics. Without proper communication before, during, and after a rebranding campaign, a company makes itself more prone to the potential of losing loyal customers and painting itself in a negative image. State Farm’s position as a Fortune 500 company allowed it flexibility that the Y was not as privileged to experience, in that State Farm sells insurance products required of a large portion of society; whereas the Y provides optional services, requiring disposable income and lifestyle choices.

## CHAPTER V

### SUMMARY AND CONCLUSION

The Y-USA rebranding campaign is an ongoing effort – with completion expected in 2015. However, with opportunities for national partnerships, increased visibility, and more, Y-USA officials believe the organization is on track to meet a large majority of the public relations goals established for its rebranding campaign (Y-USA, 2012). Public relations and outreach are ongoing efforts that the organization must maintain in order to be successful in a rebranding campaign. Prior to launching its rebranding campaign, Y-USA, according to critics, was ineffective at reaching its target audiences. Now, public relations efforts associated with its campaign have allowed the organization to redirect itself, focusing on its strengths and maximizing its opportunities with various publics (Y-USA, 2012).

Analyzing Y-USA's rebranding campaign utilizing Hendrix's ROPE approach shows that a significant amount of research preceded the campaign launch, providing the organization with ample data to determine the path necessary to start reaching its goals. In comparing the Y-USA rebranding campaign to that of State Farm, the research identified that the two organizations approached rebranding in differing manners. Regardless of the extent to which each organization applied public relations strategy to

the rebranding campaigns in question, all academic literature – including this study – contend that public relations is one of the most impactful aspects of a campaign. As stated in the review of related literature, Muzellac and Lambkin (2006) content that organizations must work harder than ever to distinguish themselves from competitors. Companies must portray an image of a brand that consumers want to embrace – which is exactly what Y-USA has worked to accomplish through the use of public relations strategy in its current rebranding campaign.

### *Limitations*

Although preliminary conclusions can be drawn from the Y-USA rebranding campaign study, conducting a case study on an ongoing campaign has limited the researcher's ability to draw conclusions regarding the long-term success or failure for the Y's rebranding campaign. In addition, depending on the source in question, information about the rebranding campaign varies. It has been critical to compile as much information as possible for this study in order to eliminate information that is not pertinent, or is biased. Case studies in general are effective tools to analyze specific situations in order to generate hypotheses for future quantitative research (Merriam, 2009). Another possibly critical limitation of a case study analysis is that the generalizations have the potential to simply confirm the researcher's preconceived notions.

### *Recommendations for Future Research*

Although the intricacies of corporate rebranding campaigns are frequently reported by journalists, this topic is not yet widely discussed in academic journals,

leaving numerous areas of opportunity for potential future research. Results of rebranding campaigns are not usually evident early in the process, and Y-USA is only halfway through its outlined five-year brand implementation process. Therefore, it would be beneficial for future research to follow up with this rebranding campaign in 2015 when every aspect of the new brand should be fully implemented into the Y's daily operations. Also, reanalyzing this campaign in 2015 will allow future researchers to have a better understanding of the situation based on potential future media coverage, etc. In addition, with little existing academic research available regarding the role of public relations strategy in corporate rebranding campaigns, there is a significant level of expansion regarding the topic available to future researchers. Although not addressed in this specific research study, the following questions are relevant to the field and would assist current and future public relations practitioners in their efforts regarding branding/rebranding campaigns:

**Future RQ 1:** Can brand revitalization occur without simultaneously being classified as part of a revolutionary or evolutionary rebranding?

**Future RQ 2:** What are the most successful public relations strategies and tactics employed in corporate rebranding campaigns?

**Future RQ 3:** What is the most effective timeline for executing a rebranding campaign?

**Future RQ 4:** Do nonprofit organizations make more effective use of public relations strategies in rebranding campaigns than for-profit organizations?

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# APPENDIX

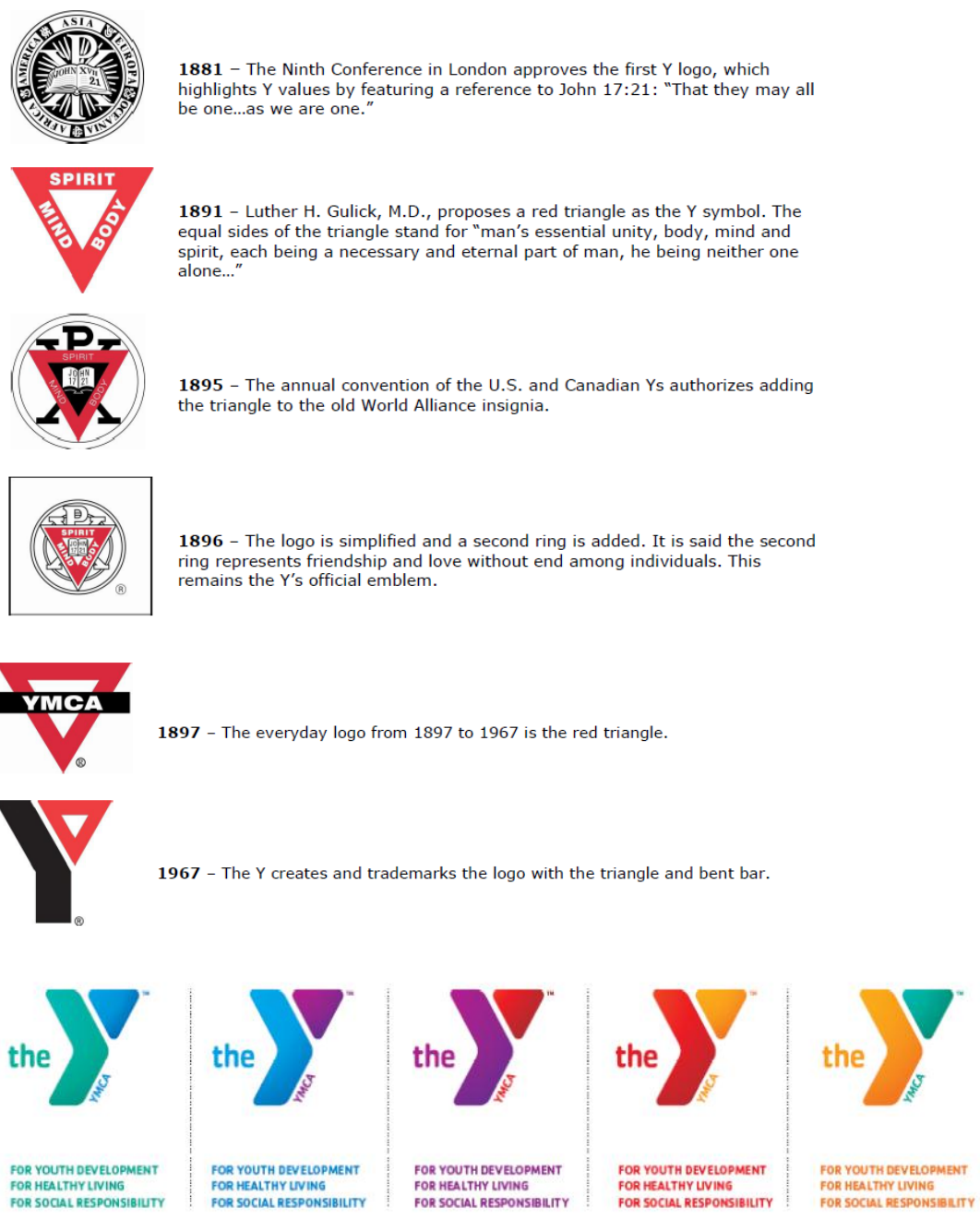


Figure 1.0 YMCA Timeline of Rebranding



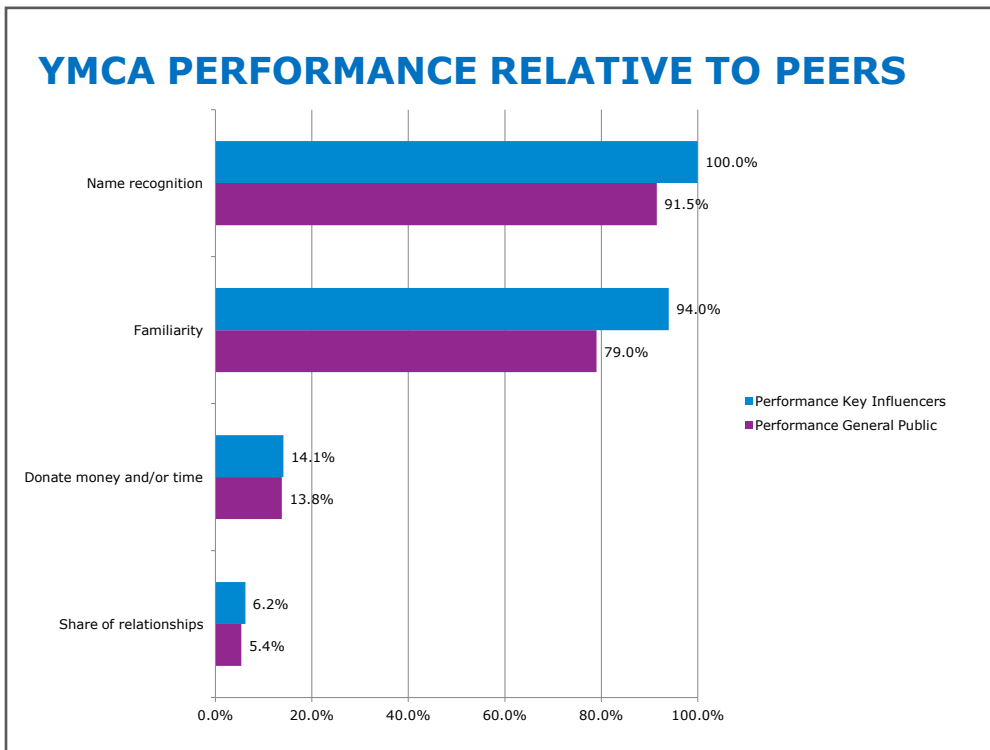


Figure 4.0 YMCA Performance Relative to Peers – 2008 Study Results

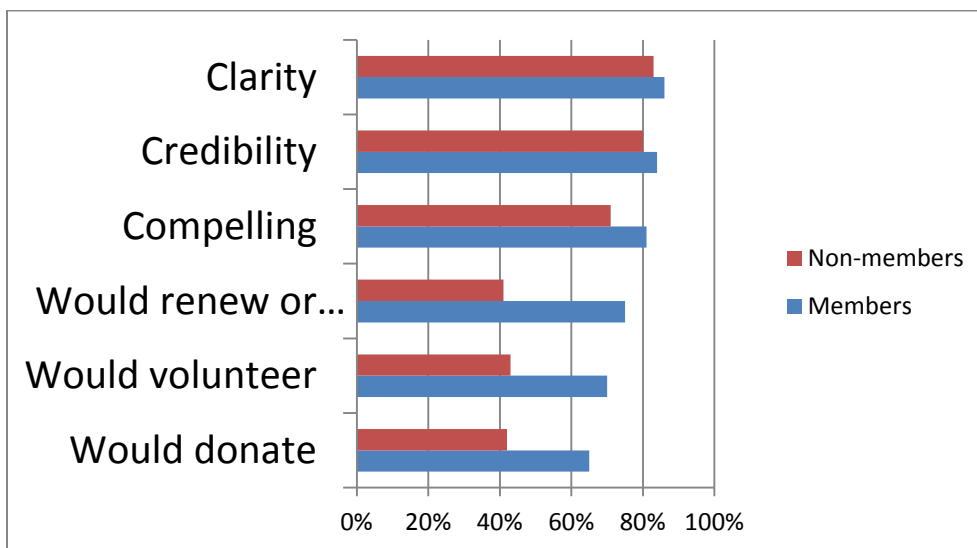


Figure 5.0 Y-USA New Brand Testing 2008



Figure 6.0 Y-USA Brand Implementation Timeline



Figure 7.0 State Farm 2011 Rebranding