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**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES SCHOOL OF**  
**MEDIA AND COMMUNICATION DEPARTMENT OF PUBLIC RELATIONS**  
**AND STRATEGIC COMMUNICATION**

**Corporate Rebranding: - An Internal Perspective from Ethiopian Electric  
Utility**

**BY**

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**GSE/9588/15**

**June, 2025**

**Addis Ababa, Ethiopia**

**CORPORATE REBRANDING: - AN INTERNAL PERSPECTIVE FROM  
ETHIOPIAN ELECTRIC UTILITY**

**A Thesis Submitted to Addis Ababa University College of Social Sciences,  
Arts and Humanities School of Media and Communication in Partial  
Fulfillment of the Requirements for the Degree of Masters of Art in Public  
Relations and Strategic Communications.**

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**June, 2025**

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We here certify that, this thesis studied by Eleni Fekadu , entitled: Corporate re-branding; an internal perspective from Ethiopian electric utility. Submitted for master degree in public relation and strategic communication follows the regulation of the university and meet the accepted standards with respect to originality and quality.

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## STATEMENT OF CERTIFICATION

This is to certify that Eleni Fekadu has done Corporate rebranding; an internal perspective from Ethiopian electric utility under my supervision. Therefore, I declare that the student fulfilled the requirements and she can submit her thesis to Addis Ababa University School of journalism and communications for defense with my approval as a university advisor.

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## DECLARATION

I, Eleni Fekadu declare this thesis entitled “Corporate rebranding; an internal perspective from Ethiopian electric utility” has been conducted by me and it is the outcome of my own effort ,that all source of materials used for the research have been acknowledged . This study is original and has not been submitted for the award of any degree or diploma to any university of institutions. It is offered for the partial fulfillment of the masters of public relation and strategic communication (PRSC).

Researcher’s name

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Date

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## **ACKNOWLEDGMENT**

First of all, I thank God for helping me in everything. Secondly, I am greatly thanks to my adviser Dr Samson Mekonnen for his passion to support me during my thesis paper preparation.

Finally, I would like to thank my husband, my family for their support, advice and comment to accomplish this thesis paper preparation.

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## **Acronyms**

<b>EEU</b>	Ethiopian Electric Utility
<b>SPSS</b>	Statistical package for social science
<b>EEU</b>	Ethiopian Electric Utility
<b>EEPCO</b>	Ethiopian Electric Power Corporation
<b>EEP</b>	Ethiopian Electric Power
<b>KV</b>	Kilovolt
<b>RQ</b>	Research Question
<b>AMA</b>	American Marketing Association
<b>CBBE</b>	Customer-Based Brand Equity (from “Customer-Based Brand Equity (CBBE) model, proposed by Kevin Lane Keller”)

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## **Abstract**

This research aimed to assess corporate re-branding from an internal perspective, with a focus on the Ethiopian Electric Utility (EEU). The study employed a quantitative research approach to examine employee perceptions regarding internal communication, leadership support, and involvement in the re-branding process. Primary data was collected through a self-administered structured questionnaire. The target population consisted of 342 employees from three selected departments Marketing, Engineering, and Communication representing the broader workforce of 1,294 employees at the EEU head office.

The sample size was determined using Yamane's (1967) sampling formula, resulting in a sample of 184 employees. After conducting validity and reliability tests (Cronbach's Alpha = 0.92), 182 completed questionnaires were returned and used for analysis. Descriptive statistical analysis was performed using the Statistical Package for the Social Sciences (SPSS), and the results were presented through tables, bar graphs, and pie charts.

The findings revealed that employees were not involved in the re-branding process, and the institution did not provide them with meaningful opportunities to participate. The results also demonstrated that effective internal communication plays a critical role in ensuring successful re-branding. Furthermore, the study indicated that when employees are adequately informed and engaged through training and discussion forums, positive changes are more likely to occur.

The research concludes that organizational re-branding efforts are more effective when employees are actively involved, as excluding them can lead to confusion among both employees and customers. Therefore, the study recommends that EEU prioritize employee involvement in future re-branding initiatives, particularly regarding changes to the organization's name, colors, and logo. These findings contribute to improving internal branding practices and offer practical recommendations for strengthening institutional reforms in public enterprises like EEU.

# CHAPTER ONE

## 1. Introduction

### 1.1. Background of the Study

In today's competitive landscape, a strong brand is vital for organizational success. Beyond external perception, effective branding hinges on internal alignment and employee engagement. The success of a corporate brand relies not only on external perception but also on internal alignment and employee advocacy. A well defined and consistently delivered brand is extremely important for any organization that functions in a competitive environment. Renames for companies that include strategic changes to their brand identity provide both opportunities and challenges.

Brand is a set of tangible and intangible attributes designed to create awareness and identity and to build reputation of a product, service, place, person or organization. The holistic perspectives of branding as a long term strategy includes a wide range of activities ranging from product innovation to marketing communications. ( Tayana Sammut-bonnici ,2015)

Brand management is a function of marketing that uses techniques to increase the perceived value of a product line or brand over time. Re-branding refers to changes in marketing aesthetics and the question arises as to whether all elements must be changed, or only some of them to merit the label re-branding. There is indeed a continuum in re-branding from the evolutionary modification of the logos and slogan to the revolutionary creation of a new name( Stuart and muzellec, 2004). And it is also the practice of building a new name representative of a differentiated position in the mind frame of stake holders and distinctive identity from competitors.

Revolutionary re-branding, in contrast, describes a major, identifiable change in positioning and aesthetics that fundamentally redefines the company, this change is usually symbolized by a change of name and so this variable is used as an identifier for cases of revolutionary re-branding.

Corporate re-branding can be seen as two categories the first one is related to corporate visual identity Corporate re-branding refers to the renaming of a whole corporate entity, often signifying a major strategic change or repositioning. Corporate re-branding can be seen as two

categories the first one is related to corporate visual identity and the second one is related to the corporate internal processes .

Electricity was introduced during the reign of Emperor Menelik II in 1890 by a German-owned diesel generator. Since then, the process of burning wood which has been used for cooking and lighting is being replaced by modern electrical appliances. Realizing that electric light is not only Comfortable, it can be everything; gradually the electricity that was limited to the palace began to flow out of the palace.

The development of the Ethiopian Electric Power Company, which has been the driving force behind the rise of electricity in light of history:

- 1890 The first diesel generator came into the country.
- 1896 Emperor Menelik II purchased a second generator to make money with their image.
- 1904 A third generator was installed to build Bullet Factory.
- 1919 Fourth Generator purchased to build Textile Factory.
- 1920 Capable residents of Addis Ababa purchased and used a private generator.
- 1928 Italy invaded Ethiopia and began to supply diesel power in cities under its control, including Addis Ababa.

Due to the large size and growing responsibilities of the Ethiopian electric sector, the former Ethiopian Electric Power Corporation (EEPCO) was restructured and divided into two separate entities: Ethiopian Electric Utility (EEU) and Ethiopian Electric Power (EEP). This division was aimed at providing more efficient, convenient, and customer-centered services by allowing each entity to focus on distinct areas of the electric power sector EEP on power generation and transmission, and EEU on power distribution and customer service.

The Ethiopian electric utility fully government owned public institution ,was established in 2014 after having undergone restructuring made on the Ethiopian electric power corporation ( EEPCO). Following this, EEU underwent a re-branding process, including a new logo, new corporate identity, and organizational culture changes to reflect its renewed focus on customer service and national electrification goals.

Ethiopian electric utility is responsible for universal electrification programs, administration of 45/66 KV sub transmissions, administration of distribution networks, and distribution and sale of electric power to customers throughout the country and also for neighbor countries.

## **1.2. Statement of the Problem**

In the increasingly competitive and dynamic environment of utility services, corporate re-branding has emerged as a vital strategy for organizations seeking to redefine their identity and reposition themselves in the market. While most of the existing literature on corporate re-branding tends to focus on the perceptions of external stakeholders—such as customers, partners, and the public—the internal perspective, particularly the role of employees, remains under explored, especially in public utility sectors of developing countries like Ethiopia (Schoefer, 2021; Voorhees, 2018).

For public service organizations like Ethiopian Electric Utility (EEU), the role of employees in corporate re-branding is particularly significant. As noted by Cummings and Worley (2015), Organizational change efforts in public sector institutions face distinct challenges due to their bureaucratic nature and legacy systems. This makes internal communication and leadership support especially important for ensuring successful implementation (Keller & Richey, 2006; Lomax & Mador, 2006).

Research indicates that employee engagement and internal alignment are critical to the success of any rebranding initiative (Merrilees & Miller, 2008).

Ethiopian Electric Utility (EEU) underwent a major restructuring and corporate re-branding following its separation from the former Ethiopian Electric Power Corporation. This transformation involved adopting a new brand identity, logo, and corporate vision to reflect its new mandate focused on power distribution and customer service. However, despite this significant shift, there is limited evidence regarding how internal stakeholders, particularly employees, were involved in or affected by this re-branding process.

Preliminary observations and responses indicate that many employees were unaware of the rationale behind the re-branding, had minimal participation in the process, and lacked adequate information or training related to the brand transition. Such gaps can lead to internal misalignment, employee resistance, and low morale and ultimately undermine the success of the re-branding efforts.

Without sufficient employee engagement and internal alignment, the organization risks brand confusion, inconsistent communication to customers, and a weakened corporate identity.

Brand confusion occurs when employees, customers, or other interest groups have difficulty understanding or distinguishing an organization's identity, purpose, or offering. This usually occurs when a brand's name, logo, value, or news changes are not clearly communicated, or when a new brand is not strongly associated with the organization's previous identity. For Ethiopian electric utility (EEU), the transition from former Ethiopian Electric Power Corporation (EEPCO) to the EEU with a new name, logo and identity was not effective for internal stakeholders, particularly for employees who are uncertain and misleading.

Therefore, this research directly addresses the critical gap in the corporate re-branding literature by exploring the internal perspective of EEU's corporate re-branding process. Specifically, it examines the relationship between internal communication effectiveness, employee involvement, leadership support, and employee perception in order to provide a practical solution to the internal challenges observed at EEU. Filling this research gap not only contributes to academic knowledge but also offers practical recommendations for improving future rebranding processes in EEU and similar institutions.

Therefore, this research directly addresses a critical gap in the corporate reform literature by examining the internal perspective of the EEU's corporate branding process. Specifically, it examines the relationship between internal communication effectiveness, employee engagement, leadership support, and employee perception, in order to provide practical solutions to the internal problems observed in the EEU. Filling this research gap will not only contribute to academic knowledge, but also provide practical recommendations for improving the transformation processes in the future at the EEU and similar institutions.

Also this study seeks to address the critical gap in the existing body of research by exploring the internal perspective of EEU's corporate re-branding, focusing on internal communication effectiveness, employee involvement, leadership support, and employee perceptions.

Understanding these internal dynamics is essential to enhancing the success of current and future re-branding initiatives within EEU and similar public enterprises in Ethiopia.

### **1.3. Objectives of the Study**

#### **1.3.1. General Objectives**

The study aims to highlight or examine the internal perspective of corporate re-branding at Ethiopian electric utility.

#### **1.3.2. Specific Objectives**

- 1.3.2.1. To assess the re-branding process and practices implemented by the institution.
- 1.3.2.2. To review the brand awareness and knowledge of employees
- 1.3.2.3. To analyze the benefits and drawbacks which EEU encountered as a result of corporate rebrand.
- 1.3.2.4. To examine the influence of an employee's identification with the new corporate brand.

#### **1.3.3. Research Question**

- 1.3.3.1. RQ1: To what extent were employees involved in or informed about the re-branding initiative?
- 1.3.3.2. RQ2: Were there internal training or reorientation programs implemented as part of the re-branding?
- 1.3.3.3. RQ3: How do EEU employees perceive the goals and outcomes of the re-branding process?

### **1.4. Significance of the Study**

Corporate rebranding is a key strategy for a relevant and competitive organization and is the dynamics of developing markets. While a critical focus has been on the existing literature, particularly on the external consequences of re-branding, inadequate considerations are still being considered for consumer perceptions and internal perspectives, particularly for employee commitments during re-branding (Merrilees & Miller, 2008; Schoefer, 2021).

Employees are an essential resource for any organization, and the corporate brand represents a commitment to its outside stakeholders that must be upheld by the employees. Over time, much like consumers, employees cultivate an understanding of the principles and assurances linked to the corporate brand. They subsequently embrace and assimilate these concepts, fostering a sense of belonging, dedication, and even allegiance to the brand and organization as time progresses. These principles and brand can be contested during corporate re-branding, particularly when it encompasses a change of name and/or principles, which may lead to employees resisting the changes. They might struggle to reconnect with the new name, principles,

and vision of the redefined corporate identity.

Studying re-branding is particularly significant for employees within an Ethiopian electric utility for several reasons, going beyond simply understanding a marketing campaign. It's significant for enhanced understanding of company Direction & Strategy

Re-branding signifies a shift in the utility's strategy, often involving modernization, improved service, and possibly a shift towards sustainable energy sources. Understanding this shift allows employees to align their daily work with the company's broader goals, increasing their sense of purpose. Internal branding impacts companies' performance (Tuominen et al. 2016).

And also it improved morale and motivation when employees grasp the "why" behind a rebrand the reasons for change and the desired future state their morale and motivation tend to increase. This is especially critical in a sector like energy, where consistent effort is needed. On the other hand understanding the re-branding process fosters a sense of ownership and involvement. Employees feel more engaged when they understand the changes and how their individual contributions contribute to the overall success of the rebrand.

Ethiopian electric utility (EEU) represent a practical case where the re-branding process was implemented after a significant institutional restructuring. However, internal inconsistencies and inadequate commitment of employees can lead to brand disruption and loss of awareness, which can undermine name goals.

By addressing this gap, this study will help Ethiopian Electric Utility and similar institutions navigate organizational changes more effectively, improve alignment between leadership and staff, and strengthen their relationships with both internal and external stakeholders.

### **1.5. Scope of the Study**

Conceptually, this study is delimited to exploring the internal perspective of corporate re-branding, the study is limited to the head office of Ethiopian Electric Utility (EEU) in Addis Ababa, Ethiopia. This focus is justified by the fact that key departments involved in re-branding communication, marketing and engineering .Methodologically, the study employs a quantitative were used to collect and analyze data.

Structured questionnaires were administered to employees of selected departments (Marketing,

Engineering, and Communication).

### **1.6. Limitation of the Study**

Time and budget constraints were the first limitations in conducting this research. Some respondents may have provided socially desirable answers, especially regarding leadership support or their own role in the re-branding process.

### **1.7. Organization of the Thesis**

This thesis is organized into five chapters. The first chapter introduces the study by presenting the background, statement of the problem, research objectives, significance, scope, limitations, and organization of the thesis. Chapter Two reviews related literature on branding, corporate branding, corporate re-branding, and theoretical frameworks relevant to the study. Chapter Three explains the research methodology, including the research design, sampling techniques, data collection methods, and data analysis procedures. Chapter Four presents the results of the study along with a discussion of the findings in relation to the research objectives and literature.

Finally, Chapter Five provides a summary of the major findings, conclusions, and recommendations for Ethiopian Electric Utility and suggestions for future research.

## CHAPTER TWO

### 2. Review of Related Literature

#### 2.1. Introduction

Though the concept of brand and branding has been debated recently as a major topic of study in marketing discipline (Moore, Karl and Reid, Susan, 2008) but they are almost as old as civilization. Old civilization of Mesopotamia and Greek used marks and names to identify or indicate their offerings - predominantly of wines, ointments, pots or metals (Sarkar and Singh, 2005).

A brand is a perception the sum total of thoughts, feelings, and associations that exist in the mind of our audience about your product, service, or organization.

When we say perception a brand isn't what we say it is what they perceive it to be. It's the mental image, the emotional connection, and the overall impression people have. Thoughts are the rational and logical associations people make with our brand (e.g., quality, features, reliability). When we say feelings we say the emotional connection people have with our brand (e.g., trust, excitement, nostalgia). Associations is the connections people make between our brand and other things (e.g., specific values, lifestyle, or community).

#### Empirical Studies

Several empirical studies highlight the challenges and strategies involved in corporate rebranding: Merrilees & Miller (2008) identified that employee resistance and poor internal communication are key obstacles in rebranding. Gotsi et al. (2008) emphasized that internal misalignment between leadership and employees often leads to inconsistent brand delivery. Tuominen et al. (2016) found that internal branding positively influences overall brand performance, especially when employees are actively involved in the branding process. However, limited empirical research has been conducted on internal perspectives of rebranding within the public utility sector, particularly in developing countries like Ethiopia, highlighting the need for this study.

#### 2.2. Concept of Brand and Branding

Scholars have discussed and defined brand extensively, highlighting similar ideas in their descriptions thus far.

According to the American Marketing Association(1960) a brand is a name, term, sign, or

symbol or a combination of all of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers.

A brand is essentially a perception in the minds of our audience. It's the sum total of how people think, feel, and associate with our product, service, or organization. It's more than just a name or logo it's the entire experience and relationship they have with us.

The concept of branding has evolved over time, but its roots can be traced back to ancient civilizations such as Mesopotamia and Greece, where marks and symbols were used to identify offerings (Sarkar & Singh, 2005). In modern marketing literature, a brand is defined as “a set of tangible and intangible attributes designed to create awareness and identity, and to build the reputation of a product, service, person, place, or organization” (Sammut-Bonnici, 2014).

Branding, therefore, is not just about names and logos; it involves building a relationship with stakeholders that fosters trust, loyalty, and recognition (Aaker, 2003).

Brands experience a cycle similar to our own they are not eternal. They emerge within the marketplace, develop over time to achieve recognition and prominence, and eventually fade away. Swift transformations are the primary catalysts that fuel and influence a brand's existence in the market.

Products from brands offer more than just practical advantages. Brands give a business the ability to stand out from the competition and improve positioning opportunities. With the right positioning, companies can establish certain brand associations and knowledge structures in the minds of consumers the success in securing a large market therefore all lies on the consumer's perception of brands and how companies can build brand equity based on the customers' perception (Keller, 2004).

Brand and branding are closely related but distinct concepts. A brand refers to the identity of a business or product. It is the unique combination of elements, such as the name, logo, design, and messaging, that distinguishes it from other businesses in the market. The brand is what consumers recognize and associate with certain qualities, values, or experiences. Essentially, it is how a company is perceived by its audience. A brand is built over time through reputation, experience, and the emotional connection it creates with customers.

Branding is the process of creating, developing, and managing a brand. It involves all the strategies and actions a company takes to shape its identity and reputation in the marketplace.

Branding encompasses the design, messaging, marketing, and customer experiences that define how a brand is presented and perceived.

Branding includes decisions such as developing a visual identity (logos, color schemes, packaging) Crafting the brand's voice and messaging (how the brand communicates with its audience), Defining the brand's values, mission, and personality, Engaging in marketing and advertising campaigns, Managing customer experience and feedback

Essentially, branding is the active process of establishing and cultivating a brand.

### **2.1.1. Brand Equity**

Brand equity is the value associated with a brand the positive or negative impact it has on consumers, the company, and the marketplace. Brand equity is the set of assets and liabilities associated with a brand, such as the positive image of Coca Cola in terms of a recreational beverage, or its negative image in terms of health and the consumption of sugar. (Sammut-Bonnic, 2015) It's more than just financial worth it's about the strength of a brand's relationships with its customers and its ability to generate loyalty and preference. It's the added value a brand brings beyond its functional benefits. It reflects the strength of a brand in the marketplace and can influence consumer behavior, such as loyalty, preference, and willingness to pay a premium. Strong brand equity is a critical asset for a company, helping to increase customer trust, enhance brand recognition, and differentiate products in competitive markets.

Strong brand equity leads to customer loyalty, higher sales, and the ability to command higher prices. It's often built over time through consistent marketing, delivering quality products, and creating positive customer experiences.

According to Aaker (2003), brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers.

The measurement of brand equity is a combination of financial value and positive consumer affinity. Some brands are financially valuable in terms of revenue and profitability while others resonate with consumers. ( Sammut-Bonnic, 2015)

The sources of brand equity are discussed in the paragraphs below.

### **2.1.2. Brand Awareness**

Brand Awareness is the extent to which consumers are familiar with and recognize the brand. It's the foundation of brand equity. Brand awareness refers to the extent to which consumers can recognize or recall a brand. It's a key metric in marketing that indicates how well a brand is known in the marketplace. The higher the brand awareness, the more likely people are to consider and purchase from that brand, often leading to increased trust, loyalty, and sales . .

Brand recall relates to consumers' ability to retrieve the brand from memory when given the product category, the needs fulfilled by the category or usage situation as a cue brand awareness is of critical importance since customers will not consider your brand if they are not aware of it (Keller,2004)

Effective brand awareness strategies include advertising, social media engagement, influencer partnerships, content marketing, sponsorship, and public relations campaigns. The goal is to create familiarity and a positive association with the brand, leading to greater customer engagement and loyalty.

Four different stages of brand awareness

- Brand Awareness: Knowing about the brand and recognizing it (logo, packaging, etc.)
- Brand Recall: When asked about a product category with little or no prompting or cues, consumers can recall the brand.
- Top of Mind Awareness: The first brand that comes to mind when considering a product or service category.

The brand is so dominant and well- established with consumers that people often refer to the category of product by the brand name itself.

### **2.1.3. Brand Feelings**

Brand feelings are the emotional associations and subjective responses evoked by a brand in the minds of consumers. They're not just about what a brand does, but how it makes people feel.

These feelings can be conscious or subconscious, positive or negative, and can vary from person to person. Brand judgments and feelings can only favorably affect consumer behavior if consumers internalize or think of positive responses in their encounters with the brand (Keller,

2004)

Positive brand feelings can lead to stronger customer loyalty, repeat purchases, and even brand advocacy, while negative feelings can damage a brand's reputation and reduce customer retention.

By intentionally cultivating positive brand feelings, companies can build stronger relationships with their customers, leading to long-term success and stronger brand loyalty.

#### **2.1.4. Brand Resonance**

Brand resonance is the ultimate stage in customer-brand relationships. It's a state where customers feel a strong sense of connection, attachment, and identification with a brand. It does not just about like or even preferring a brand; it's about feeling a personal bond and emotional connection that leads to high levels of engagement and loyalty.

In the Customer-Based Brand Equity (CBBE) model, proposed by Kevin Lane Keller, brand resonance is the final stage, following brand identity, meaning, and responses. It is the pinnacle of brand-building and signifies that a brand has transcended from just being a choice to becoming a preferred part of a consumer's lifestyle and identity.

In essence, brand resonance is the ultimate goal for any brand. It signifies that the brand is no longer just a product or service but a meaningful part of its customers' lives.

#### **2.1.5. Brand Judgments**

Brand judgments are the conscious and reasoned opinions that consumers form about a brand. These judgments are based on the information and experiences consumers gather, their analysis of the brand's attributes and performance, and their assessment of its credibility and relevance. They go beyond feelings and delve into the rational evaluation of a brand's offering.

In terms of creating a strong brand four types summary brand judgments are particularly important: Quality, Credibility, Consideration and Superiority (Keller; 2004: 88).

Brand judgment is a critical step in building strong brand equity. It's how consumers evaluate the brand's performance, credibility, and value, and it directly impacts their likelihood of becoming loyal customers.

In the context of the Customer-Based Brand Equity (CBBE) model by Kevin Lane Keller, brand

judgment occurs after a customer has recognized and understood the brand's identity and meaning, and it plays a critical role in building brand equity. Essentially, brand judgment is about whether a consumer feels that a brand is good or bad, worthy of trust, or deserving of their loyalty.

### **2.1.6. Brand Salience**

Brand salience is the prominence or noticeability of a brand in the minds of consumers. It's the degree to which a brand is readily recalled, recognized, or thought of when consumers are Considering a purchase, Facing a need or problem and Encountering a related cue. Achieving the right brand identity involves creating brand salience with customers (Keller; 2004: 76)

In simpler terms, brand salience is about how often and how easily a brand comes to mind in relevant situations.

In the context of the Customer-Based Brand Equity (CBBE) model by Kevin Lane Keller, brand salience is the first step in building brand equity. It's the foundation of all other stages, as a brand cannot build loyalty, resonance, or strong associations without first being recognized or recalled by consumers.

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

#### **➤ Product Brands**

A product brand is a specific name, symbol, design, or combination thereof, used to identify and distinguish a particular product (or a line of products) offered by a company. It's the brand associated with a specific item or set of items that a consumer can purchase. Aaker and Joachimthaler (2000) give explanation that a product level brand involves product scope, product attributes, quality/value, use experience, users and country of origin'.

#### **➤ Service brands**

De Chernatony (2003) posits that a service brand is 'based on people interacting with other people' and sees the brand as involving a 'promise, the performance of a deed, or an experience. A service brand represents an intangible offering an experience, a process, or an activity performed for a customer. It's the perception and expectation surrounding that service, and it's

built differently than a product brand.

### ➤ **Corporate Brands**

At the level of corporate branding, the meaning attached to the brand is applied to the whole corporation (Gregory, 1997). A corporate brand represents the overarching identity, reputation, and promise of an entire organization. It's not just about a specific product or service; it's about the organization as a whole – its mission, vision, values, culture, and relationships with all stakeholders

## **2.3. Corporate Branding**

Company has been hiding behind their brands for years. Company names have been kept apart from brand names out of caution and concern about the consequences of a failed brand.

Company has been hiding behind their brands for years. Company names have been kept apart from brand names out of caution and concern about the consequences of a failed brand.

Corporate branding is the strategic process of creating, managing, and communicating the overall identity, reputation, and promise of an entire organization. It's about shaping how all stakeholders (employees, customers, investors, partners, and the public) perceive and feel about the company as a whole. It goes beyond product or service-specific branding; it focuses on the organization's core values, mission, vision, culture, and overall impact.

Only corporate names can endow brands with stature, an extra dimension calling for respect (Kapferer, 2008).

### **2.3.1 Corporate Re-Branding**

Corporate re-branding is defined as “the practice of building a new name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors” (Muzellec et al, 2003,).

Corporate rebranding is the process of significantly altering or completely overhauling the identity, image, and perception of an entire organization. It's a deliberate and strategic move to change how all stakeholders employees, customers, investors, partners, the public view the company as a whole. It goes beyond just updating a logo or tagline; it's about redefining the organization's core values, mission, vision, and overall personality.

It is a significant undertaking that requires careful planning, execution, and communication. It's not just about changing the logo; it's about redefining the organization's identity, values, and overall vision. A successful corporate rebrand can strengthen the organization's competitive position, build stronger relationships with stakeholders, and create a platform for long-term growth. However, it's crucial to manage the process carefully, to minimize risks, and to ensure a smooth transition to the new brand.

The main drivers for corporate re-branding are decisions, events or processes causing a change in a company's structure, strategy or performance of sufficient magnitude to suggest the need for a fundamental redefinition of its identity (Muzellec and Lambkin, 2006).

Muzellec and Lambkin, 2006) put the reasons for corporate re-branding include change in ownership structure (mergers & acquisitions, spin-offs, private to public ownership, sponsorship), corporate strategy (diversification and divestment, internationalization and localization), competitive position (erosion of market position, outdated image, reputation problems) and in external environment (legal obligation, major crises or catastrophes). These drivers and reasons refer especially to corporate name change but most of them can be considered as drivers and reasons for logo, slogan or value change.

Corporate rebranding needs to consider all forms of corporate communication that includes external as well as internal stakeholders especially employees, as they are instrumental in communicating the corporate brand promise to customers (Balmer, 2001).

For most organizations internal branding activities are the primary medium of communicating the brand values and the promise of the corporate brand to their employees (Mitchell, 2002, Thomson and Hecker, 2001). The rebranding process consisted of various statements for the institution and the rebranding communication of the new corporate vision and corporate values so that employees could buy-in and be committed to it (Merrilees & Miller, 2008)

#### **2.4. Types of Corporate Rebranding**

Keller (2000) stated that rebranding in an organization can happen at any of the following three stages. At the corporate level, at the business unit level, and the product level. The most significant of which is the corporate level which represents a company's identity as a whole.

They refer to corporate rebranding as changes that affects the whole corporate body, such as

major strategic changes or repositioning. Corporate rebranding involves aligning a company's image, identity, and positioning to better align with its goals and target audience. This process may include updating the brand name, logo, packaging, marketing materials, and overall messaging. It is often done when a company experiences significant changes, such as mergers, leadership transitions, or shifts in the marketplace.

## 2.5. Factors Affecting Corporate Re-Branding Process

Corporate rebranding is a significant strategy that organizations adopt to redefine their identity, improve their market position, or respond to internal or external changes. Several factors can influence a company's decision to undergo rebranding. Corporate rebranding is typically driven by a combination of external and internal factors. Successful rebranding requires careful analysis of market trends, customer expectations, business objectives, and brand positioning.

Corporate re-branding necessitates synergy between marketing, human resource management and strategy (Hatch & Schultz, 2003). The context determines the involvement of different stakeholder groups in the process. Staff involvement at varying levels is found. Often the process is more complex and time-consuming than the companies anticipate. (Lomax and Mador, 2006.)

## 2.6. Conceptual Frame Work

The conceptual frame work proposed to show the direction of the study. The study shows the relationship between the three independent variables( Internal Communication Effectiveness, Employee Involvement in Re-branding Process, Leadership Support for Re-branding)and dependent variable (Employee Perception).

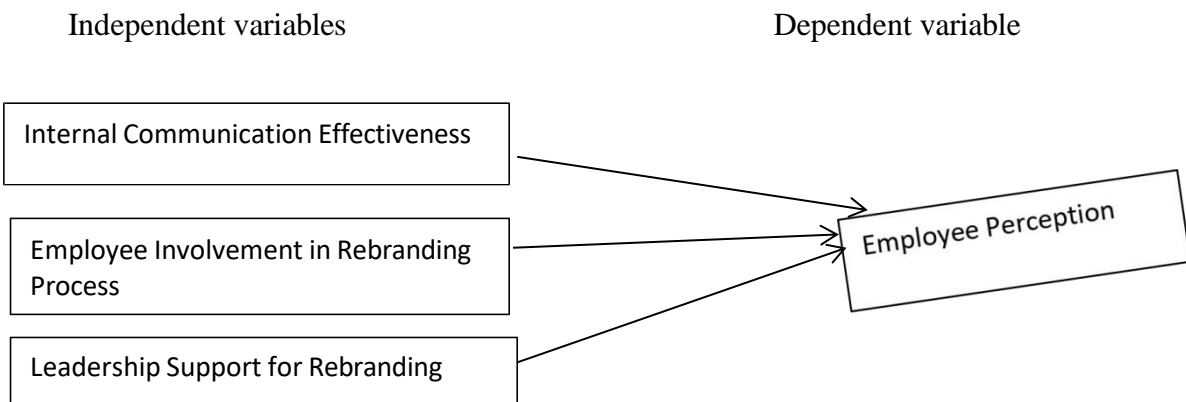


Figure 1 Conceptual frame works (own design)

The conceptual framework of this study is supported by established theories in branding and corporate identity literature. Two key models have been used to strengthen the theoretical grounding of this research, Keller's Customer-Based Brand Equity (CBBE) Model and Balmer's Corporate Identity Matrix.

Keller's (2003) Customer-Based Brand Equity Model (CBBE) highlights that the success of any brand lies in its ability to create strong, favorable, and unique brand associations in the minds of stakeholders. Although Keller's model is traditionally applied to consumers, its principles are equally relevant to internal stakeholders, particularly employees. Employees' understanding and internalization of brand values directly shape how they communicate and deliver the brand's promise externally. Therefore, internal branding elements such as internal communication, employee involvement, and leadership support are essential for strengthening internal brand knowledge, which forms the basis of brand equity.

Similarly, Balmer's (2013) Corporate Identity Matrix provides a comprehensive framework that emphasizes the alignment between internal identity (values, communication, culture) and external image. According to Balmer, corporate identity is authentic and sustainable only when there is consistency between what the organization claims to be and what internal stakeholders actually believe and express. For Ethiopian Electric Utility (EEU), successful re-branding depends not only on outward changes like logos or slogans but also on whether employees understand, support, and represent the new brand identity.

By linking the study variables—internal communication effectiveness, employee involvement, and leadership support—to these theoretical models, this research provides a deeper explanation of why employee perception is central to successful corporate re-branding. Therefore, the conceptual framework of this study builds on the foundations provided by Keller and Balmer, adapting them to explore the internal dynamics of corporate re-branding in a public utility context.

## **CHAPTER THREE**

### **3. Research Design and Methodology**

Research methodology is a roadmap that outlines how data collection, measurement, and analysis are organized to combine relevance to the study goal. It covers every approach, strategy, and process that will be applied to carry out the research project.

The research problem or question and the current level of knowledge in the field being studied must guide the choice of research design and methodology, which are essential to any study's success.

#### **3.1. Research Design**

This study used a quantitative research approach ,because it measures employee views of leadership support, internal communication, and involvement during Ethiopian Electric Utility's (EEU) corporate re-branding process . Because it enables the collecting of numerical data via organized questionnaires, quantitative design is ideal. This enables the researcher to statistically analyze employee responses and identify patterns, trends, and relationships among variables.

Making well-informed recommendations to enhance internal corporate rebranding initiatives at EEU requires objective and quantifiable findings, which are provided by a quantitative methodology.

#### **3.2. Sample and Sampling Techniques**

The study was conducted among employees of three selected departments of Ethiopian Electric Utility (EEU): Marketing, Engineering, and Communication. These departments were chosen because of their direct involvement in the re-branding process of the organization. Also given the scope, timeframe, and available resources for this master's research, focusing on these 3 departments allowed for depth of analysis without compromising quality. Trying to cover the entire organization would have been impractical and potentially superficial.

For this study, systematic random sampling was employed to ensure that a representative sample of employees from these departments was selected. Systematic random sampling was chosen to give each employee an equal and known chance of being included in the sample, thereby

reducing bias and enhancing the representativeness of the data.

The target population consisted of all existing employees in the three selected departments. The sampling frame was prepared from official employee lists obtained from EEU's Human Resource Department.

The researcher has used Yamane's (1967) statistical formula to determine the sample size of the study. Yamane's formula is used to determine the sample size and a 5% unresponsive rate was considered. The formula which the researcher used to determine the sample size is as follows (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

n = Represents the sampling size

N = Represents the population size

e = Represents the acceptable sampling error

1 = Represents unit or a constant

N = 342

e = 0.05

$$n = \frac{342}{1 + 342(0.05)^2} = 184$$

So that, the sample size of this research was 184 respondents

### 3.3. Methods of Data Collection

There are various types of data collection methods, including interviews, questionnaires, observations, documents and records, focus groups, and oral histories (Kabir, 2018). For this quantitative study, the researcher employed structured questionnaires as the primary data collection instrument.

The structured questionnaire was designed with closed-ended questions to gather measurable data related to employee perceptions of internal communication, involvement, and leadership support during the corporate re-branding process at Ethiopian Electric Utility (EEU).

This method was chosen because it allows for the efficient collection of quantifiable data from a large number of respondents, enabling statistical analysis.

### **Primary Data**

For this study, primary data was gathered using structured questionnaires distributed to employees of the Marketing, Engineering, and Communication departments of Ethiopian Electric Utility (EEU).

### **Secondary Data**

For this research, secondary data was obtained from books, journal articles, theses, reports, and previous studies related to corporate re-branding, internal communication, employee involvement, and leadership support.

Organizational documents and reports from Ethiopian Electric Utility (EEU) related to its re-branding process, internal memos, and communication strategies.

### **3.4. Reliability**

Reliability is the degree to what researchers' measure is free of random error (Mooi, and Sarstedt, 2011). There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Chronbach Alpha was computed for checking reliability. The result of Chronbach Alpha is 0.92. This coefficient shows good level of reliability showing that the tool is usable.

### **3.5. Ethical Considerations**

To make respondents feel confident, the purpose of the study was stated in the Introduction section of the questionnaire and they were not required to write their names and other information that could easily identify them. The researcher assured them that their responses would be used only for this research paper and informed them of the strict confidentiality of their responses. Additionally, the researcher avoids misleading statements in the questionnaire and allows research Participants participated voluntarily, free from any kind of pressure.

## **CHAPTER FOUR**

### **4. Result and Discussion**

This chapter presents and discusses the key findings of the study based on the data collected from employees of Ethiopian Electric Utility (EEU). The results were drawn from three selected departments: Marketing, Engineering, and Communication, which were specifically chosen due to their direct involvement in the corporate re-branding process.

As described in Chapter Three, from a total population of 342 employees (representing the broader head office staff of 1,294), questionnaires were distributed to a sample of 184 respondents. Out of these, 182 questionnaires were properly completed and returned, yielding a high response rate suitable for analysis.

The data collected were analyzed using descriptive statistical techniques with the assistance of the Statistical Package for the Social Sciences (SPSS). The results are presented using tables, bar graphs, and pie charts to provide a clear visualization of employee responses.

This chapter focuses on analyzing the level of employee involvement in the re-branding process, their awareness of the re-branding efforts, and their perceptions regarding internal communication and leadership support. The discussion further interprets the findings in light of existing literature, research objectives, and theoretical frameworks such as Keller's Customer-Based Brand Equity (CBBE) Model and Balmer's Corporate Identity Matrix.

#### **4.1. Response Rate**

Questionnaires were distributed to 184 employees of Ethiopian electric utility to three selected departments.

Out of 184 questionnaires distributed to employees, 182 were found to be feasible and properly filled. The remaining 2 questionnaires were not filled properly, so the researcher analyzed and discussed only based on those filled properly and returned questionnaires.

**Table 1** TABLE 1: Response Rate

Questionnaire	Employees	Percentage
Returned	182	98.91
Unreturned	2	1.09
Total	184	100

Source: own survey

This indicates that the response rate is 98.91%. According to (Saunders, M, Lewis, P. and Thornhill, A., 2012), a questionnaire survey response rate of 70% or higher is required to Conduct the analysis. Therefore this response rate is acceptable for analysis and done accordingly.

#### 4.2. Reliability

Reliability is the degree to what researchers' measure is free of random error (Mooi, and Sarstedt, 2011). There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Chronbach Alpha was computed for checking reliability. The result of Chronbach Alpha is 0.92. This coefficient shows an excellent level of reliability showing that the tool is usable.

#### 4.3. Reliability and Validity

The study used cronbach alpha to assess the internal consistency of the research instrument.

**Table 2** TABLE 2: Classification of Alpha Rule Thumb

No	Cronbach Alpha	Internal Consistency
1	$\alpha \geq .9$	Excellent
2	$.9 > \alpha \geq$	Good
3	$.8 > \alpha \geq .7$	Acceptable
4	$.7 > \alpha \geq .6$	Questionable
5	$.6 > \alpha \geq .5$	Poor
6	$.5 > \alpha \geq .5$	Unacceptable

Source: George and Mallery,(2003)

#### 4.4. Measure of Internal Consistency - Cronbach's alpha

Table 3 TABLE 3: Reliability Test

No	Dimensions	Cronbach Alpha value	No of items	Internal consistency
1	Employee Perception	.834	8	Good
2	Internal Communication Effectiveness	.766	3	Acceptable
3	Employee Involvement	.897	7	Acceptable
4	Leadership Support	.720	4	Acceptable
5	Over all reliability	.925	22	Excellent

Source: Owen survey free test computed by SPSS

The above table shows cronbach's alpha value for each and the entire questionnaire. For each field, cronbach's alpha value ranges from 0.720-0.897. cronbach's alpha for the entire instrument equals 0.925. Therefore, grounded on the test the values for the items are reliable and acceptable.

#### 4.5. Socio-Demographic Characteristics of Respondents

This part of the study presents the demographic socio-information of respondents which include gender, age, education, department and experience

#### 4.6. Gender Distribution of Respondents



Figure 2 Gender Distribution of Respondents

Source: Own survey data computed by SPSS

The above figure shows that majority of respondents 133(73.1%) were male and 49(26.9%) were from the essentially filled and returned sample (n=182). That means majority of respondents from the sampled population were males.

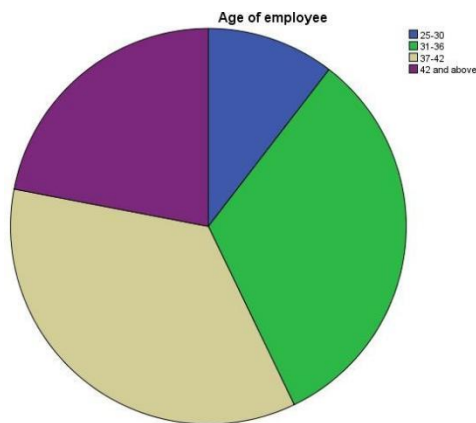


Figure 3 Age Distribution of Respondents

Source: Own survey data computed by SPSS

As it is depicted in the above figure , 19 (10.4%) of the respondents are 25-30 years old. 59 (32.4%) are from 31 to 36 years old. 64(35.2%) of the participants are in between 37 and 42 years old; 40 (22%) are from 42 and above years old. Relatively most of the respondents are in the age range of 37 to 42 years. This is based on the entire proportion of age of employees.

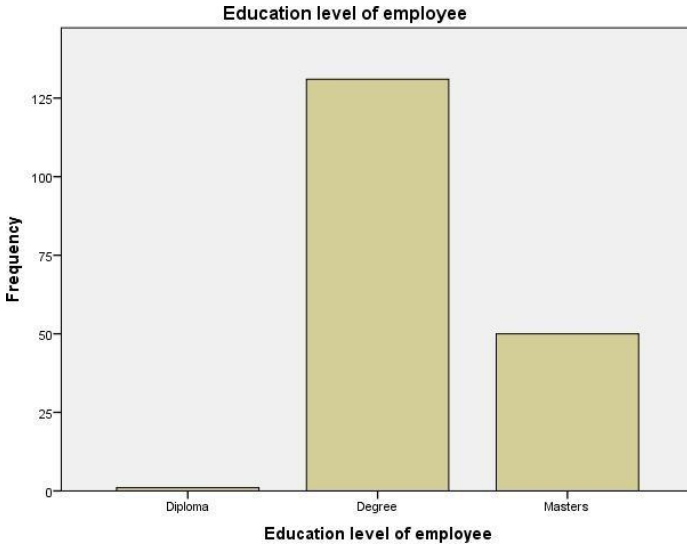


Figure 4 Educational Background of Respondents

Source: Own survey data computed by SPSS

According to the above figure 131(72%) of them have a degree, 50 (27.5) of the respondents have masters and 1(0.5%) of respondent have diploma. One can understand from the above figure shows that majority of respondents 131(72%) have bachelor degree so they can easily understand the questionnaire and provide appropriate answer.

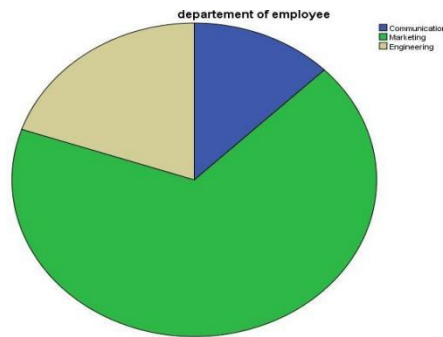
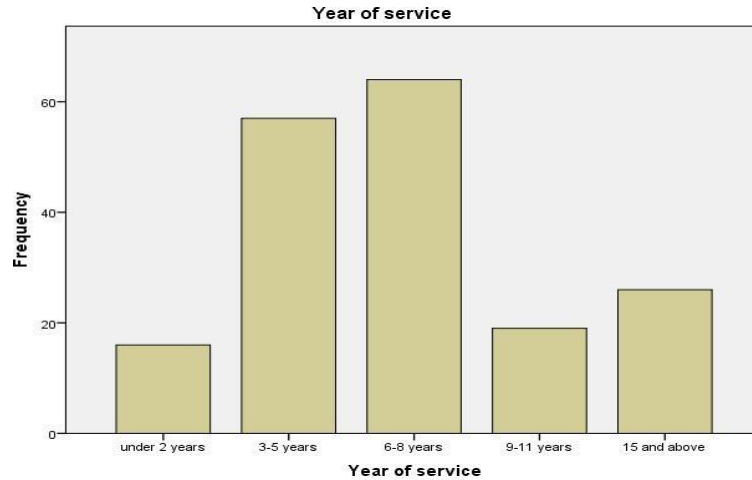


Figure 5 Department of Employees

Source: Own survey data computed by SPSS

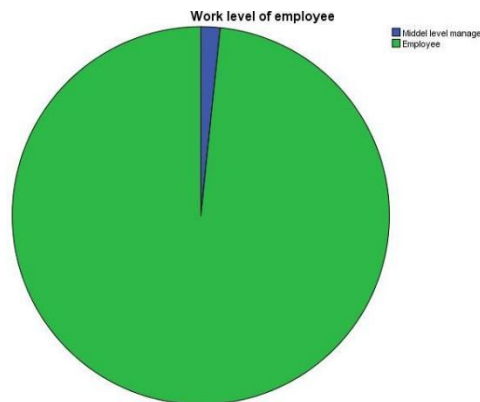
According to the above figure 123(67.6%) of the respondents are marketing department ; 36(19.8%) of the respondents are engineering department and the rest 23(12.8%) of the respondents are communication department . That mean the majority of the respondents are from marketing department.



**Figure 6 Years of Service of Employees**

Source: Own survey data computed by SPSS

In the socio-demographic characteristics of respondents, there was an item about years of service in EEU. 16 (8.8%) of the participants are employees for about two or less years. On the other hand, 57(31.3%) of the respondents worked for three up to five years. 64(35.2%) of them worked from six to eight years,19(10.4%) of the respondents worked for 9 up to 11 years and the remaining 26 (14.3%) are employees for more than 10 years. Most respondents, 64 (35.2%) are employees of EEU for six to eight years.



**Figure 7 Work Level of Employees**

Of the mentioned job levels,179(98.4%) are regular employees and the remaining 3 (1.6%) are middle level managers.

The high level of feedback from regular employees useful in ensuring that accurate and participatory work is being done.

#### 4.7. Descriptive Statistics of Variables

This section deals with the main results of the data gathered through questionnaire and structured interview. The results are presented in table to elaborate and help to understand easily about the findings.

Employee Perception, Internal Communication Effectiveness, Employee Involvement in Rebranding Process and Leadership support for rebranding are dimensions selected for testing the effect of rebranding on employees perceptions . Means and standard deviations of responses on each dimension are discussed as follows.

#### 4.8. Employee Perception

This part of the analysis is based on responses about Employee Perception about the re-branding.

\*SD (1) – Strongly Disagree; D (2) – Disagree; N (3) – Neutral; A (4) – Agree; SA (5) Strongly Agree.

**Table 4** TABLE 4: Response Rate of Employee Perception

Qn	Item		SD	D	N	A	SA	Total
1	My roll allows me to contribute to the success of our brand	f	54	73	3	27	25	182
		%	29.7	40.1	1.6	14.8	13.7	100
2	The new brand reflects the institutions future goals	f	41	56	5	43	37	182
		%	22.5	30.8	2.7	23.6	20.3	100
3	Do you understand the rational behind the re-branding initiative	f	42	56	5	41	39	182
		%	22.5	30.8	2.7	22.5	21.4	100
4	Do you think the re-branding will affect your day to day work	f	59	74	5	41	39	182
		%	32.4	40.7	1.6	11.5	13.7	100
5	How familiar are you with the new brand values, missions and visions	f	45	78	4	45	10	182
		%	24.7	42.9	2.2	24.7	5.5	100

Source: Own survey data computed by SPSS

As it indicated in the above table, respondents were asked to indicate there level of agreement whether there re-branding perception is good or not. From the total number of 182 respondents 54(29.7%) of respondents are strongly disagree on they roll allows them to contribute to the

success of the new brand ,73(40.1%) of them respond disagree and 3 of them are neutral ,27(14.8%) are agree that their role contribute effective brand transformation and the rest of 25(13.7%) are strongly agree that their role contribute effective brand transformation.

As shown in the above table respondents were asked to indicate there level of agreement where the new brand reflects the institution future goals . 41(22.5%) are strongly disagree ,56(30.8%) are disagree that the new brand reflect the institution future goals, 5 (2.7%) of them are neutral and also 43(23.6%) of the respondents are strongly agreed by this statement and the rest of 37(20.3%) agree.

As the table above indicates 42(22.5%) of the respondents did not understand the rational behind the rebranding initiative so they respond strongly disagree , 56(30.8%) of them respond disagree ,41(22.5%) of respondents answer strongly agree that they understand the rational behind the rebranding initiative,39(21.4%) are respond agree the rest of them 5(2.7%) are neutral.

As it indicated in the above table respondents were asked were think the re-branding will affect their day to day work from the total number of 184 respondents ,59(32.4%) of respondents strongly disagree on the given factor ,74(40.7%) of them disagree,21(11.5%) of them agreed, 25(13.7%) strongly agreed and 3(1.6%) of the remained are neutral.

As shown in the table respondents asked to give their level of agreement on how familiar they are with the new brand values, missions and visions. Among the total 182 respondents 45(24.7%) of them strongly disagreed,78(42.9%) of them disagreed ,45(24.7%) of them agreed,10(5.5%) of them strongly agreed ,4(2.2%) of them remained neutral. Majority of respondents disagreed on their level of agreement on how familiar they are with the new brand values, missions and visions. So the researcher can generalize that, employees are not familiar with the new brand values, missions and visions.

In addition to these responses, there are three questions under internal communication effectiveness.

The first question respondents were asked that what logo does the institution currently use .

**Table 5TABLE 5 : Impression of Employees on EEU Logo**

	Frequency	Percent
1	72	39.6
2	59	32.4
3	7	3.8
4	20	11.0
5	24	13.2
Total	182	100.0

Source: own survey data computed by SPSS

As indicated in the above table 1 represented the correct logo of Ethiopian electric utility ,72(39.6%) of the respondents choose number one which represent the current logo of Ethiopian electric utility.



**Figure 8 The current logo of EEU**

As shows in the above table 59(32.4%) of the respondents choose number 2 ,this logo was used before the institution changed to the current logo and was in use until 2010,according to the Ethiopian calendar.

**Figure 9 The Institutions Logo Used Until 2010 E.C**



Based on the information shown in the table above,20(11.0%) choose number 3 and 24(13.2%) choose number 4 ,both options represent the logos of Ethiopian electric power and Ethiopian electric utility before they were split into two and changes their names, and both have the text “ ETHIOPIAN ELECTRIC POWER CORPORATION” in different designs.



Figure 10 The previous logo ,before the institutions separated, was on a red and white background

At the end 7(3.8%) of the respondents choose the current Ethiopian electric power logo .



Figure 11 Current Ethiopian Electric Power Logo

Overall, the response of employees regarding the institutions logo indicates that 39.6% of them know the correct institutions logo.

The other questions under employee perception , is “Do you know what the logo color used by the institution represents?”

Before we look at the employees response, let’s take a look at what the institution logo color represents .

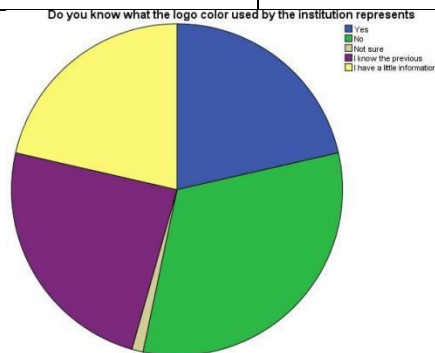
EEU use two color the orange half circle and the green circle ,the orange color is a symbol of power, success, knowledge and hope.it is associated with joy, sunshine and orange also represents enthusiasm, fascination, happiness, creativity ,determination, attraction, success, encouragement, and stimulation .the half circle of the orange is a symbol of the rising sun.it indicates hope, a promising victory in the journey to achieve the purpose and vision of the institution.

The other one is green ,green being a natural color, it indicates that the office provides pollution-free renewable energy services, in addition, this color is strongly associated with growth, prosperity, union/unity, and integration.it symbolizes growth, harmony, freshness, and fertility. Green has strong emotional correspondence with safty.in addition, the roundness of the logo

represents a sense of completeness, beauty and a strong institutional culture that transcends generation.

**Table 6** TABLE 6 Knowledge of Employees About EEU Logo Color Represent

	Frequency	Percent
Yes ,I know	39	21.4
No,I don't	58	31.4
Not sure	2	1.1
I know the previous	44	24.2
I have a little information	39	21.4
Total	182	100.0



**Figure 12** Knowledge of Employees About EEU Logo Color Represent

The above table and figure shows that, employees understanding of the color of the logo used by the institution.

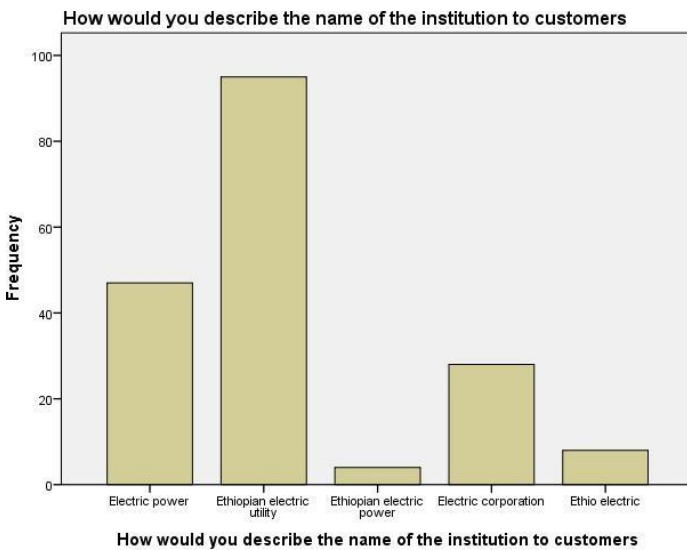
According to the above table and figure 39(21.4%) of respondents have knowledge (information) about the meaning of the identification color used by the institution,58(31.4%) of the respondents have no idea about the meaning of the identification color used by the institution,44(24.2%) know the previous one 39(21.4%) have a little information about it ,the rest of 2(1.1%) are not sure about it.

So the researcher can understand that the majority of respondents who filled the questionnaire 58(31.4%) have no idea about the logo color used by the institution represents.An internal communication breakdown throughout the re-branding process is shown by the fact that 31.4% of respondents are unaware of the significance of the institution's logo color. Given that visual identity and logos are essential components of company branding, this ignorance implies that staff members were not sufficiently educated or involved in the symbolic parts of the re-branding.

Employee identification with the new brand may suffer as a result, and their ability to successfully represent and promote the brand may be limited.

Looking at this they have better information about the previous logo color used by the institution than the current one, and accordingly, 44(24.2%) of them responded that they were familiar with the previous one.

The other question under employee perception ‘‘how would you describe the name of the institution to customers?’’



**Figure 13 How Employees Describe EEU’s Name to Customers**

As it presented in the above chart, respondents were asked how they describe the name of the institution to customers. As it is revealed on the chart 47(25.8%) of the respondents choose ‘‘Electric power’’, 95(52.2%) of the respondent describe the name of the institution to customers ‘‘Ethiopian electric utility’’, 28(15.4%) says ‘‘Electric corporation’’ and the rest 8(4.4%) and 4(2.2%) of the respondents describe the name of the institution to customers ‘‘Ethiopian electric power’’ and ‘‘Ethio electric’’

#### **4.9. Internal Communication Effectiveness**

This part of the analysis depicts the results of responses for three items in internal communication effectiveness as one of the independent variables.

\*SD (1) – Strongly Disagree; D (2) – Disagree; N (3) – Neutral; A (4) – Agree; SA (5) Strongly Agree.

Table 7 TABLE 7 Results of Responses for Three Items in Internal Communication Effectiveness

Qn	Item		SD	D	N	A	SA	Total
1	My current roles aligns with the values of the new brand	F	59	80	1	18	24	182
		%	32.4	44.0	.5	9.9	13.2	100
2	i have the skills and knowledge to represent the new brand effectively	F	48	78	2	40	14	182
		%	26.4	42.9	1.1	22.0	7.7	100
3	i am confident my ability to effectively communicate the new brand message	F	41	84	10	29	18	182
		%	22.5	46.2	5.5	15.9	9.9	100

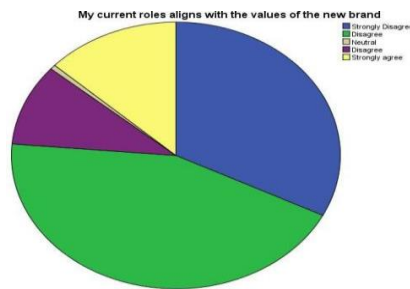


Figure 14 Responses About Current Roles of Employees and New Brand

This part of the study presents the results of responses of respondents based on internal communication effectiveness, if employees current role aligns with the values of the new brand or not.

The above table and pie chart shows that among the total 182 respondents 59(32.4%) of them strongly disagreed , 80(44.0%) of them disagreed ,18(9.9%) of them agreed,24(13.2%) of them strongly agreed and the remaining 1(.5%) of them remained neutral. Majority of respondents disagreed on this statement . so the researcher can generalize that, employees current role is not aligns with the values of the new brand .

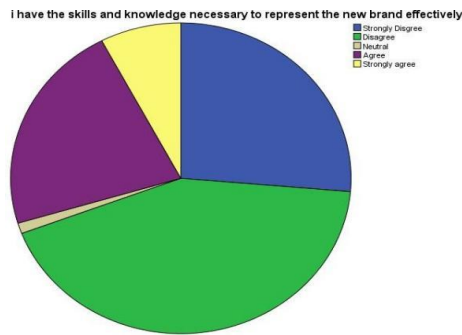


Figure 15 Employees Skills to Represent the New Brand

Source: Own survey data computed by SPSS

The second question based on internal communication is “i have the skills and knowledge to represent the new brand effectively” in this statement 48(26.4%) of the respondents strongly disagreed,78 (42.9%) of the respondents disagreed ,40(22.0%) of them agreed ,14(7.7%) of them strongly agreed and the rest 2(1.1%) are neutral. Majority of respondents 78(42.9%) disagreed on this statement .

Overall, this data indicates that employees within the institution do not feel that their roles align with the new brand .

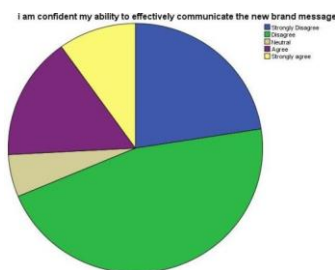


Figure 16 Employees Confidence to Communicate the New Brand Message

Source: Own survey data computed by SPSS

The above pie chart indicates that employees response if they are confident on the ability to communicate the new brand message or not. According to the above table and pie chart 41(22.5%) Of respondents strongly disagreed, 84(46.2%) of them disagreed ,29(15.9%) of

respondents agreed,18(9.9%) of the respondents strongly agreed and the rest 10(5.5%) are neutral .

#### 4.10. Employee Involvement

This section the analysis is on employee’s involvement on re-branding process. The descriptive statistical analysis and tabular displays are presented.

\*SD (1) – Strongly Disagree; D (2) – Disagree; N (3) – Neutral; A (4) – Agree; SA (5) Strongly Agree.

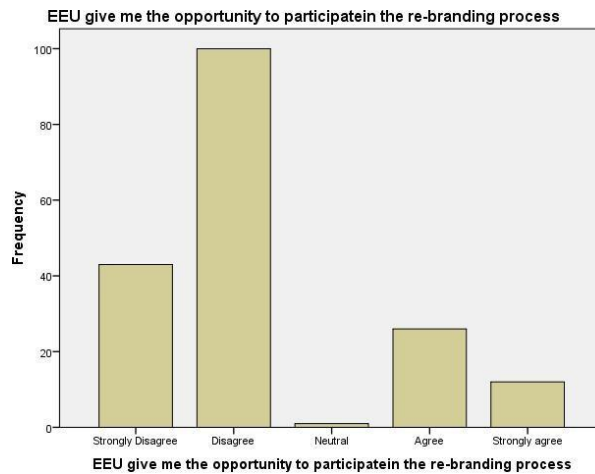


Figure 17 Employee’s Participation in the Rebranding Process

Source: own survey data computed by SPSS

The above bar chart shows that ,whether EEU has given employees the opportunity or not in the re-branding process ,according to the respondents 43(23.6%) of them strongly disagreed,100(54.9%) of the respondent disagreed ,26(14.3%) of them agreed,12(6.6%) strongly agreed and the rest of 1(.5%) respond neutral .

Based on this data, it indicates that the institution did not involve its employees during the re- branding process. Lack of ownership and commitment when employees are not given the opportunity to participate in the re-branding process, they may feel excluded and disconnected from the organization’s new identity. This often leads to low commitment and a lack of enthusiasm in supporting and promoting the rebrand.

Table 8 TABLE 8 Employees Involvement

Qn	Item		SD	D	N	A	SA	Total
1	Employee input is essential for successful re-branding	F	61	74	1	21	25	182
		%	33.5	40.7	.5	11.5	13.5	100
2	Do you believe that the new brand represents EEU	F	42	83	9	30	18	182
		%	23.1	45.6	4.9	16.5	9.9	100
3	EEU provided enough information or education about EEUs approach to the process why it was important	F	43	80	4	37	18	182
		%	23.6	44.0	2.2	20.3	9.9	100

As the table above indicates ,the first line defense is that employees do not agree that employees input is fundamental to effective rebranding.

To explain this 61(33.5%) of the respondents strongly disagree and 74(40.7%) disagree with this statement .

As the table above indicates ,the second line defense employees do not believe that the new brand represents EEU. To explain this 42(23.1%) of the respondents strongly disagreed ,and 83(45.6%) of them disagreed . Therefore, the majority of employees do not believe that the new brand represent the institution.As the table above indicates ,the third line shows that EEU did not provided enough information or education about EEUs approach to the process why it was important.

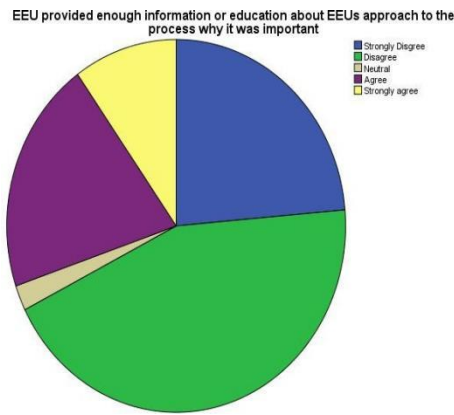


Figure 18 EEU’s Approach to Give Information for Employees

Source: own survey data computed by SPSS

As the table and the pie chart shows that 43(23.6%) of the respondents strongly disagreed,80(44.0%) of them disagreed ,37(20.3%) of the respondent agreed ,18(9.9%) of them strongly agreed and the rest of them 4(2.2%) are neutral.

So the researcher can generalize that the institution did not provide sufficient information and education to its employees about the reason for the rebranding and the benefits they would gain from the re-branding .

Another question under employees involvement asks what kind of support employees would like to see in representing the new brand .

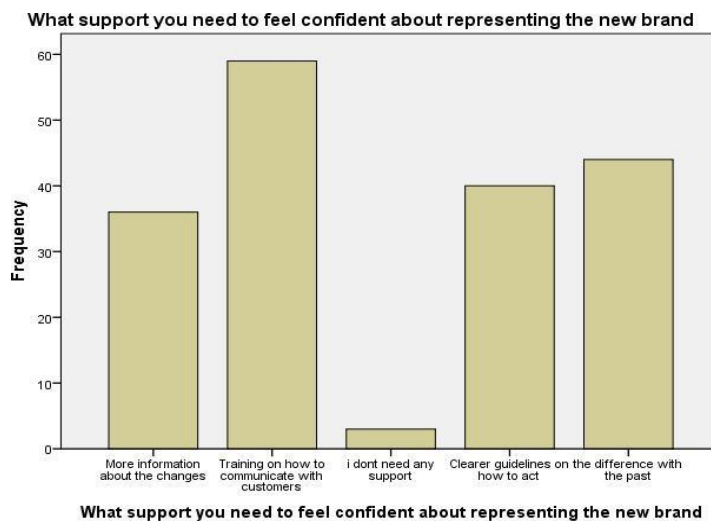


Figure 19 Employees Need to Represent the New Brand

Source: Own survey data computed by SPSS

As the above bar chart indicates that 36(19.8%) of respondents need more information about the changes,59(32.4%) of them need training on how to communicate with customers,40(22.0%) of the respondents need clearer guidelines on how to act,44(24.2%) of the respondents need information about the difference with the past and the rest of 3(1.6%) respond that “i don’t need any support”.

#### 4.11. Leadership Support

This section analysis how leadership support helps employees to act the re-branding process.

The descriptive statistical analysis and tabular displays are presented.

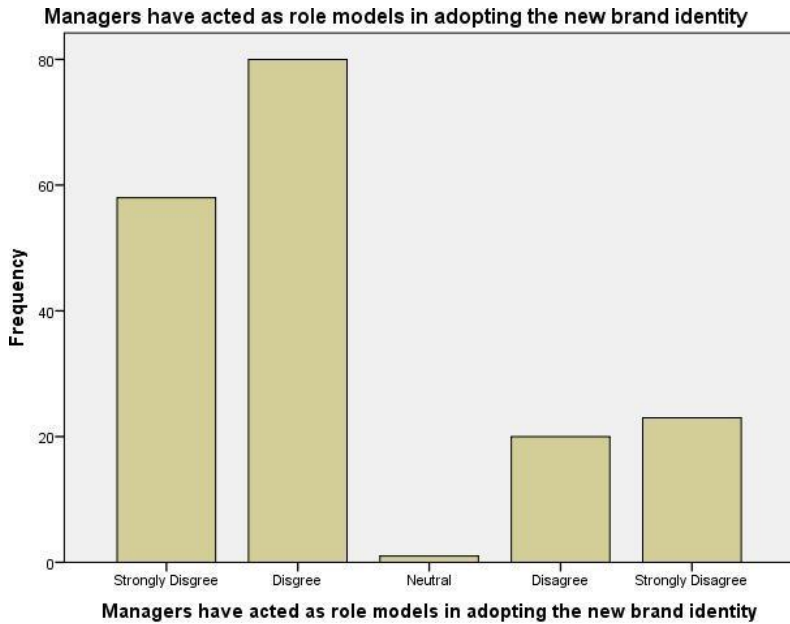
\*SD (1) – Strongly Disagree; D (2) – Disagree; N (3) – Neutral; A (4) – Agree; SA (5) Strongly Agree.

Table 9 TABLE 9 Employees Involvement

Qn	Item		SD	D	N	A	SA	Total
1	Managers have acted as role models in adopting the new brand identity	f	59	80	1	20	23	182
		%	31.9	44.0	.5	11.0	12.6	100
2	My direct supervisor provided clear guidance on how to implement the brand changes	F	49	79	2	38	14	182
		%	26.9	43.4	1.1	20.9	7.7	100
3	Senior leaders clearly communicated the vision for the re-branded	F	57	83	1	18	23	182
		%	31.3	45.6	.5	9.9	12.6	100
4	Senior leaders were willing to invest in training and development to help employees adapt to the new brand	F	49	79	2	38	14	182
		%	26.9	43.4	1.1	20.9	7.7	100

Source: own survey data computed by SPSS

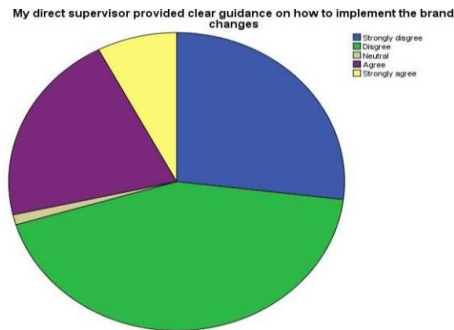
The first item on leadership support was that if managers have acted as role models in adopting the new brand identity or not. 59(31.9%) of respondent strongly disagreed,80(44.0%) of them disagreed ,20(11.0%) of respondents agreed and 23(12.6%) of them strongly agreed and the rest of them 1(.5%) become neutral .



**Figure 20 Manages as Role Model**

Source: Own survey data computed by SPSS

79(43.4%) of respondents disagreed that direct supervisors provided clear guidance on how to implement the brand changes, 49(26.9%) of them strongly disagreed, 38(20.9%) of the respondents agreed and 14(7.7%) of them strongly agreed. The rest of them 2(1.1%) become neutral. This shows that employees are not given clear guidance from their managers on how to implement the new brand.



For an item which asks whether senior leaders clearly communicated the vision for the rebranded or not 57(31.3%) of the respondents strongly disagreed, 83(45.6%) of them disagreed, 23(12.6%) strongly agreed and 18(9.9%) of them agreed and the rest 1(.5%) become neutral.

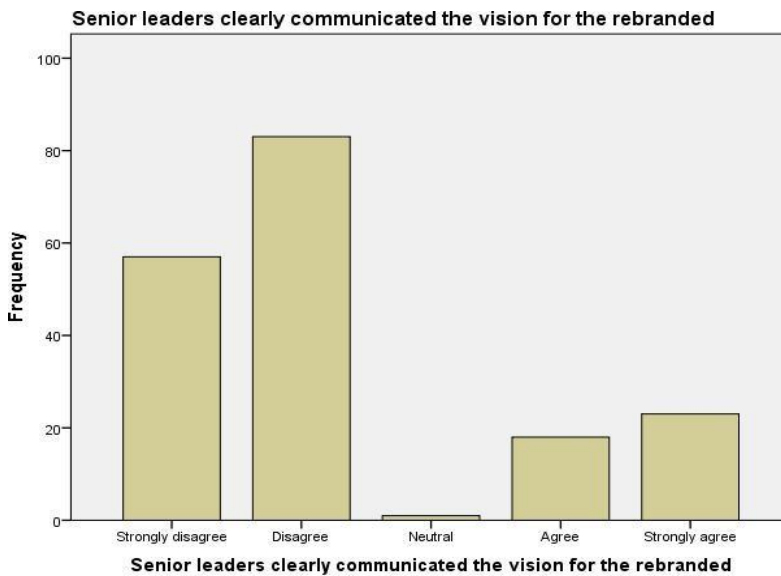


Figure 22 Leaders Communication about Rebranding

Source: Own survey data computed by SPSS

The last item for leadership support was if senior leaders were willing to invest in training and development to help employees adapt to the new brand or not.

49(26.9%) of the respondents strongly disagreed, 79(43.4%) of them disagreed, 38(20.9%) agreed and 14(7.7%) strongly agreed and the rest 2(1.1%) become neutral.



Figure 23 Senior Leaders investing and Developing Employees Adapt to The New Brand

#### 4.12 Discussion

This study aimed to assess corporate rebranding from an internal perspective at Ethiopian Electric Utility (EEU). The key variables examined in the study included internal communication effectiveness, employee involvement in the re-branding process, employee perception of the rebranding, and leadership support for the re-branding initiative. The findings of the study are

discussed below in relation to these core variables.

### **Internal Communication Effectiveness**

According to the collected data and the final descriptive statistics of the research, major identified internal communication plays a significant role in successful re-branding. Internal communication plays a crucial role in the success of any re-branding effort. Effective internal communication is not just an ancillary component of re-branding. It is a fundamental component that influences every step of the process. By fostering a culture of open communication, alignment, and engagement, organizations can greatly increase their chances of successful re-branding.

Internal communication assumed to have role in effective re-branding process the above findings agreed with the view of ( Ruck & Welch,2012) found that effective internal communication is essential for organizational success. It is supported by (Merrilees & Miller 2008) internal communication is an important aspect of the corporate re-branding process as it encourages employees buy-in to the revised corporate brand goals and values.

### **Employee Involvement in Rebranding Process**

For the finding of this study, employee engagement is essential to successful rebranding because it fosters advocacy , fosters diversity, boosts morale, ensures consistency , and encourages long-term commitment. Organizations that prioritize employee engagement during re-branding efforts are likely to see more successful outcomes and a stronger brand identity in the marketplace.

The above findings agreed with the view of (Bakker,Albrecht ,&Leiter,Barrow ,19960) within organizations encouraging employee engagement is closely connected to internal communication. It supported by (Keller & Richey,2006) corporate brand personality can be defined in terms of the human characteristics or traits of the employees and thus reflect the values , words and actions of employees , individually and collectively .

### **Employee Perception**

For the finding of this study, the other insignificant variable is employees perception . employee awareness is important for effective branding because it influences brand image, influences resistance to change ,shapes cultural shifts ,provides valuable feedback , and contributes to long

term sustainability. Organizations that actively consider and address employee perceptions during the re-branding process are more likely to achieve successful outcomes and develop a cohesive brand identity that resonates with employees. Engaging employees in meaningful ways throughout the re-branding journey is essential to building a strong foundation for future growth and success.

For a successful corporate re-branding to occur, employees need to be moved from their existing mindset/culture to another based upon re-alignment to the new corporate brand values (Gotsi, Andriopoulos,&Wilson,2008)

### **Leadership Support for Rebranding**

For the finding of this study, the other insignificant variable is leadership support. Leadership support is essential for effective rebranding because it provides vision and direction, engages employees, allocates resources, facilitates communication, shapes desired behaviors, overcomes resistance, sustains motivation, and ensures long term commitment.

Leaders who actively support and engage with their teams during the re-branding process are more likely to foster a positive environment that encourages buy-in from employees, ultimately leading to a successful transition to the new brand identity.

It can improve internal relationships as well as communication between employees and managers (Welch,2012).

## **CHAPTER FIVE**

### **5. Summary of Major Findings, Conclusion and Recommendation**

#### **5.1. Introductions**

This chapter presents the summary of the major findings, conclusions, and recommendations based on the overall purpose of the study, which was to assess corporate re-branding from an internal perspective at Ethiopian Electric Utility (EEU). The chapter reflects on the research objectives and provides a concise overview of the key findings derived from the data analysis. Furthermore, it offers practical recommendations aimed at addressing the identified gaps and challenges, particularly concerning internal communication, employee involvement, and leadership support during the re-branding process.

#### **5.2. Summary of Major Findings**

The objective of the study was to assess corporate rebranding; an internal perspective from Ethiopian electric utility.

For this study questionnaire was used to collect data from sample employees respondents, and out of 184 questionnaires distributed to marketing, communication and engineering departments, 182 of them were returned and found feasible for the analysis and the collected data was analyzed by using SPSS version 20 software. Overall reliability test shows Cronbach's alpha of 0.925.

Out of the total respondents, 19(10.4%) % of them were aged between 25 to 30,59 (32.4%) of them aged between 31 to 36 years, and 64 (35.2%) between 37 to 42 and 40(22%) of the participant aged 42 and above years. Most of the respondents are in the age range of 37-42.

Majority of the respondents are male in terms of gender (73.1 male and 26.9% female). In terms of educational background majority of the respondents 72% are first degree holders.

#### **5.3. Conclusions**

Ethiopian electric utility's internal view point on corporate re-branding emphasizes the significance of internal communication effectiveness, employee involvement in rebranding process , employee perception, leadership support for rebranding.

Fostering a sense of ownership and dedication to the re-branding initiative requires involving

staff members at all levels. By means of training initiatives ,feedback systems and inclusive communication tactics, EEU can guarantee that its employees accept the new brand identity and actively participate in its success.

Investing in employee training and development is essential to giving them the tools they need to live up to the new brand values. By improving their skills, EEU can guarantee that staff members are not only in line with brand but also have the authority to provide clients with outstanding service.

For Ethiopian electric utility's re-branding to be effective leadership support is essential . leaders may foster a climate where employees feel empowered to embrace the new brand identity by offering encouragement ,resources , cultural integration , open communication , acknowledgment and consistent dedication.

This cooperative strategy not only improves employees involvement but also puts EEU in a position to successfully address Ethiopia's changing energy needs, which will eventually support the sustainability and long-term success.

The study showed that EEU employees had no input into the rebranding process, and most were unaware of the changes. According to the respondents 100(54.9%) of them says EEU did not give the opportunity in the rebranding process.

The study has also found out that majority of the respondents did not understand the reason or purpose of the re-branding .in addition EEU failure to provide sufficient information and training about the changes made them unaware. As the research shows 36(19.8%) of respondents need more information about the changes,59(32.4%) of them need training on how to communicate with customers.

#### **5.4.Recommendations**

Based on the findings, the following recommendations are given as ways forward.

- 1,Gather insights and feedback from employees through surveys and focus groups. This will help identify their perceptions of the current brand , expectations for the new brand and areas of concern or enthusiasm.
- 2, If a budget is set aside for training for employees ,they will have better knowledge about rebranding and it will also pave the way for implementing the best idea that come from

employees. Offering training sessions that educate employees about the new brand values, mission and visual identity .

3,If those in leadership position set a clear direction for the understanding and implementation of ordinary employees , it would pave the way for employees to follow their leaders

4, Maintain open lines of communication throughout the rebranding process . Regularly update employees on progress , decisions made and the rationale behind changes.

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## **Appendix 1**

English version of questionnaire

Addis Ababa University

School of journalism and communication

Dear respondent ,

I am a student at Addis Ababa University ,college of humanities ,language studies and journalism and communication collage ,school of journalism and communications. The main purpose of this questionnaire is to gather primary data regarding corporate rebranding ;internal perspective from Ethiopian electric utility for the partial fulfillment of master degree in public relations and strategic communication . you are requested to provide genuine, accurate and balanced information . your genuine information is highly valuable for the success of this study . therefore , the researcher is grateful for the sacrifice you pay to this end and the information gathered will be highly confidential and purely for academic purpose.

For any clarification, you can contact me via my e-mail address; [elenifekadu636@gmail.com](mailto:elenifekadu636@gmail.com) or my phone number +251943099666.

Sincerely!

Eleni Fekadu

Thank you !

Part one: General information and demographic background of respondents

1, Gender  Male  female

2, Age  25-30  31-36  37-42  42 and above

3, Education level  diploma  degree  masters  PHD

4, Department  communication  marketing  engineering

5, Year of service  under 2 years  3-5  6-8  9-11  15 and above

6, Work level  high level manager  middle level manager  employee

Part two: Employee perception

Please indicate the extent of your level of agreement and disagreement with the following statement. Please tick —✓ your appropriate answer based on the following rating. Rate on a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5 is strongly agree

1, My roll allows me to contribute to the success of our brand

Strongly disagree  disagree  neutral  agree  strongly agree

2, 12, What logo does the institution currently use

1   2   3 

4   5 

3, The new brand reflects the institutions future goals

Strongly disagree  disagree  neutral  agree  strongly agree

4, 14, Do you understand the rationale behind the re-branding initiative

Strongly disagree  disagree  neutral  agree  strongly agree

5, Do you think the re-branding will affect your day to day work

Strongly disagree  disagree  neutral  agree  strongly agree

6, How familiar are you with the new brand values, missions and visions

Strongly disagree  disagree  neutral  agree  strongly agree

7, Do you know what the logo color used by the institution represents

Yes

No

Not sure

I know the previous

I have a little information

8, How would you describe the name of the institution to customers

Electric power

Ethiopian electric utility

Ethiopian electric power

Electric corporation

Ethio electric

Part 3: internal communication effectiveness

1, My current roles aligns with the values of the new brand

Strongly disagree  disagree  neutral  agree  strongly agree

2, i have the skills and knowledge necessary to represent the new brand effectively

Strongly disagree  disagree  neutral  agree  strongly agree

3, i am confident my ability to effectively communicate the new brand message

Strongly disagree  disagree  neutral  agree  strongly agree

Part three: Employee involvement in rebranding process

1, EEU give me the opportunity to participate in the re-branding process

Strongly disagree  disagree  neutral  agree  strongly agree

2, i had the opportunity to provide input or feedback on the rebranding

Strongly disagree  disagree  neutral  agree  strongly agree

3, Your input was valuable in the re-branding process

Strongly disagree  disagree  neutral  agree  strongly agree

4, Employee input is essential for successful re-branding

Strongly disagree  disagree  neutral  agree  strongly agree

5, EEU provided enough information or education about EEUs approach to the process why it was important

Strongly disagree  disagree  neutral  agree  strongly agree

6, What support you need to feel confident about representing the new brand

More information about the changes

Training on how to communicate with customers

i don't need any support

Clearer guidelines on how to act

The difference with the past

7, Do you believe that the new brand represents EEU

Strongly disagree  disagree  neutral  agree  strongly agree

Part four: leadership support

1, Managers have acted as role models in adopting the new brand identity

Strongly disagree  disagree  neutral  agree  strongly agree

2, My direct supervisor provided clear guidance on how to implement the brand changes

Strongly disagree  disagree  neutral  agree  strongly agree

3, Senior leaders clearly communicated the vision for the rebranded

Strongly disagree  disagree  neutral  agree  strongly agree

4, Senior leaders were willing to invest in training and development to help employees adapt to the new brand

Strongly disagree  disagree  neutral  agree  strongly

disagree  neutral  agree  strongly agree

## Appendix 2

በአዲስ አበባ ዩኒቨርሲቲ የሂዩማኒቲስ ፣ቋንቋዎች ጥናት እና የጋዜጠኝነት ኮምዩኒኬሽን ኮሌጅ  
የጋዜጠኝነት እና ኮምዩኒኬሽን ትምህርት ክፍል

እኔ በአዲስ አበባ ዩኒቨርሲቲ የሂዩማኒቲስ፣ቋንቋዎች ጥናት እና የጋዜጠኝነትና ኮምዩኒኬሽን ኮሌጅ  
የጋዜጠኝነት እና ኮምዩኒኬሽን ትምህርት ክፍል የድጎረ ምረቃ ተማሪ ነኝ።

ይህ መጠይቅ ለኢትዮጵያ ኤሌክትሪክ አገልግሎት ሠራተኞች የተዘጋጀ ሲሆን ተቋሙ በተለያዩ ጊዜዎች  
ያደረገውን የስያሜ፣የመለያ ቀለም እና ሌላ ለውጥ ላይ የሠራተኞች ሚና እና ስለ ለውጡ ያላቸውን  
ግንዛቤ ለመረዳት የቀረበ ነው ። በመሆኑም እርስዎ የሚሰጡት ትክክለኛ መረጃ ለጥናቱ መሳካት ከፍተኛ  
ሚና ያለው በመሆኑ እባክዎ ትክክለኛውን ምላሽ በመስጠት ይተባበሩን ።

ጥናቱ ሙሉ በሙሉ ለትምህርታዊ አላማ ብቻ የሚውል በመሆኑ መረጃውን ስጋት አይግባዎ

መጠይቁ ላይ ግልጽ ያልሆነ ነገር ካጋጠመዎ በኢሜል አድራሻዬ elenifekadu363@gmail.com ወይም  
በስልክ ቁጥሩ +251943099666 ማብራሪያ ማግኘት ይችላሉ።

ክፍል 1: የተቋሙ ሠራተኞች መረጃ

1. ጾታ      ወንድ      ሴት
2. ዕድሜ    25-30      31-36      37-42      42 እና ከዚያ በላይ
3. የትምህርት ደረጃ      ዲፕሎማ      ዲግሪ      ማስተርስ      ፒ.ኤች.ዲ
4. የሥራ ክፍል      ኮምዩኒኬሽን      ማርኬቲንግ      ኢንጂነሪንግ
5. የአገልግሎት ዘመን /ዓመት/      ከ2 ዓመት ያነሰ      3-5 ዓመት      -8 ዓመት  
 9-11 ዓመት      15 እና ከዚያ በላይ
6. የሥራ እርከን      ከፍተኛ ደረጃ ማናጀር      መካከለኛ ደረጃ ማናጀር      ሠራተኛ

ክፍል 2: የሠራተኞች ግንዛቤ

1. አሁን ያለኝ የሠራ ሚና ከአዲሱ ብራንድ ጋር ይጣጣማል

- በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

2. ተቋሙ በአሁኑ ሰዓት የትኛውን መለያ/ሎጎ/ ይጠቀማል

1   2   3 

4   5 

3. አዲሱ ብራንድ ወደፊት የተቋሙን ግቦች ያንጸባርቃል

- በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

4. ተቋሙ የብራንድ ለውጥ ያደረገበትን ምክንያት በግልጽ ተረድተዋል እስማማለሁ

- በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

5. የብራንድ ለውጥ መኖሩ በዕለት ከዕለት ሥራዎ ላይ ተጽእኖ ይኖረዋል ብለው ያስባሉ

- በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

6. ለውጥ ስለተደረገበት ብራንድ እሴት ተልእኮዎች እና ራዕዮች ምን ያህል ግንዛቤ አለዎት

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

7. አሁን ላይ ተቋሙ የሚጠቀመው መለያ ቀለም ምንን እንደሚወክል ያውቃሉ

አዎ

አይ

እርግጠኛ አይደለሁም

የበሬቱን አውቀዋለሁ

ጥቂት መረጃ አለኝ

8. ለደንበኞች የተቋሙን ስያሜ ምን ብለው ቢገልጹ ይቀሉታል

መብራት ኃይል

የኢትዮጵያ ኤሌክትሪክ አገልግሎት

የኢትዮጵያ ኤሌክትሪክ ኃይል

ኤሌክትሪክ ኮርፖሬሽን 1

ኢትዮ ኤሌክትሪክ

ክፍል 3: የውስጥ ግንኙነት ስኬት

1. የሥራ ድርሻዬ ለተቋሙ ብራንድ ስኬት አስተዋጽኦ እናዳደርግ ያስችለኛል

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

2. አዲሱን ብራንድ ተግባራዊ ለማድረግ እውቀቱ እና ችሎታው አለኝ

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

3. አዲሱ ብራንድ ያለውን መልእክት በብቃት የማስተላለፍ ችሎታ አለኝ

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

ክፍል 4: የሠራተኞች ተሳትፎ

1. ተቋሙ የመለያ ምልክት ለውጥ በሚያደርግበት ሂደት ውስጥ ተሳትፎ እንዳደርግ እድል ሰጥቶኛል

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

2. ተቋሙ የመለያ ለውጥ በሚያደርግበት ሰዓት የሠራተኞች ሃሳብ እንደ ግብአት ተወስኗል

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

3. በመለያ ምርቱ ለውጥ ሂደት ላይ የእርሶ ግብአት ዋጋ ነበረው

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

4. ለስኬታማ ለውጥ የሠራተኞች ግብአት አስፈላጊ ነው

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

5. የኢትዮጵያ ኤሌክትሪክ አገልግሎት የመለያ ለውጥ ሲያደርግ በቂ መረጃ እና ትምህርት ሰጥቶኛል

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

6. የመለያ ምልክት ለውጡን ለመወከል በራስ መተማመን እንዲሰማዎት ምን ዓይነት ድጋፍ ያስፈልጎታል

ስለ ለውጡ በቂ የሆነ መረጃ

ከደንበኞች ጋር ለመግባባት እንዲያስችል ስልጠና ቢዘጋጅ

ምንም ድጋፍ አልፈልግም

እንዴት መተግበር እንደሚገባ ግልጽ ሆነ መመሪያ ቢቀመጥ

ከበሬቱ ጋር ያለው ልዩነት

7. አዲሱ የመለያ ተቋሙን ይወክላል ብለው ያምናሉ

በጣም እስማማለሁ     እስማማለሁ     ገለልተኛ     በጣም አልስማማም

አልስማማም

ክፍል 5: የመሪዎች ድጋፍ

1. ማናጀሮች ሰራተኞች አዲሱን መለያ እንዲላመዱት ስልጠና አዘጋጅተው ነበር

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

2. የበላይ አለቆች አዲሱ ብራን እንዴት ተግባራዊ እንደሚደረግ ግልጽ የሆነ መረጃ ይሰጣሉ

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

3. ማናጀሮች የአዲሱን ብራንድ ተግባራዊነት በሚመለከት በአርአያነት እውስዳቸዋለሁ

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

4. ከፍተኛ ማናጀሮች የመለያው ለውጥ ያለውን ራዕይ በትክክል አስተላልፈዋል

በጣም አልስማማም     አልስማማም     ገለልተኛ     እስማማለሁ

በጣም እስማማለሁ

ጊዜዎን ሰጥተው ስለተባበሩን ክልብ እናመሰግናለን ::