

**UNIVERSITI TEKNOLOGI MARA**

**REBRANDING AS AN ASSESSMENT  
OF BRAND MANAGEMENT STRATEGY:  
THE CASE OF MALAYSIAN  
GOVERNMENT LINKED COMPANIES (GLCS)**

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Thesis submitted in fulfilment  
of the requirements for the degree of  
**Doctor of Philosophy**

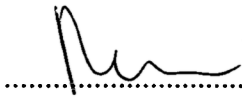
**Faculty of Business Management**

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## **AUTHOR'S DECLARATION**

I declare that the work in this thesis was carried out in accordance with the regulations of the Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledge as referenced work. This thesis has not been submitted to any other academic institutions or non-academic institutions for any degree or qualification.

I, hereby acknowledge that I have been supplied with the Academic Rules and Regulations for Postgraduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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## **ABSTRACT**

This is an exploratory study about organisations using rebranding as a brand management strategy in Malaysia. It aims to identify motivations or reasons for companies to undertake the rebranding exercise and to determine the stages in the rebranding process. Substantial studies on rebranding have been conducted in Europe and the United States where brand management is an acknowledged strategy for successful businesses. This study seeks to document the reasons for rebranding and stages of the rebranding process of Malaysian companies. A comparison of similarities and differences of the Malaysian rebranding experience with existing studies was conducted. Based on the findings a conceptual framework is proposed. This research made use of the qualitative method, using the case study approach and in depth interview for data collection. Two government linked companies Bank Islam Malaysia Berhad and TM Berhad participated in this research. Eisenhardt's (1989) process of building theories from case studies framework was utilised to develop the research and grounded theory method was adapted in the data analysis. Data sources triangulation serve as a method to enhance the study and in depth interview was the method of primary data collection. Two precipitating drivers for the case studies were finance and corporate strategy change. TM was mainly rebranded to institute a corporate change while Bank Islam rebranded due to financial and corporate circumstances. The Malaysian rebranding process consists of situation analysis (dominated by brand audit), brand identity (development of new brand values, logo and slogan), brand communication and measurement and monitoring. A combination of evolutionary and revolutionary rebranding was implemented for these organisations. Future research can focus on other government linked companies in Malaysia that had undertaken the rebranding exercise.

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