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The factors for success and failure of corporate rebranding strategies: the coffee heaven/Costa Coffee case study

Determinanty sukcesu i porażki strategii rebrandingu marki korporacyjnej na przykładzie coffee heaven/Costa Coffee

Due to a grand scale of a company's versatile activities and a broad reach of a corporate brand the final outcome of corporate rebranding is usually spectacular, be it a triumph or fiasco. Therefore, the literature concentrates on the determinants of success and failure of corporate rebranding strategies which are decisive of its result. Many articles contain the so-called rebranding rules a company should abide by when success is the ultimate goal. However numerous publications on corporate rebranding strategies are, there are merely few which put Polish companies under a closer scrutiny.
The aim of this article is to answer the research question — what factors stand behind the success of rebranding strategy of coffee heaven/Costa Coffee. The purpose of a lesser importance is to outline determinants both of success and failure of corporate rebranding strategy on the basis of both literature review and the case study.
With an attempt to identify the success factors of the corporate rebranding of coffee heaven/Costa Coffee a case study method was selected. The information-oriented sampling consisted of primary and secondary sources, including an interview with Costa Coffee Development Director, marketing and management publications, press releases and interviews with top management and marketing representatives as well as market analyses, international market intelligence data bases, brand ranking lists and international business and financial sources.
The research results were factors which contributed to the success of coffee heaven/Costa Coffee corporate rebranding strategy; namely, a properly chosen and implemented type of rebranding strategy, thoughtful distribution of responsibilities, engagement of all resources, including various stakeholder groups.

Key words:
rebranding strategy, corporate rebranding, brand equity transfer.

Z powodu szerokiego zasięgu marki korporacyjnej, jak i znaczącej skali działań przedsiębiorstwa, rezultat rebrandingu marki korporacyjnej jest zazwyczaj spektakularny, niezależnie czy jest nim triumf czy porażka. Dlatego też wiele prac poświęconych jest analizie determinant decydujących o sukcesie lub porażce strategii rebrandingu marki korporacyjnej. Niektóre z prac zawierają wytyczne, których, zdaniem autorów, należy ściśle przestrzegać, chcąc uniknąć niepowodzenia.
Celem artykułu jest uzyskanie odpowiedzi na pytanie badawcze: jakie czynniki zdeterminowały sukces strategii rebrandingu marki korporacyjnej coffee heaven/Costa Coffee? Drugim celem jest wyszczególnienie determinant sukcesu i porażki strategii rebrandingu marki korporacyjnej w oparciu o weselekcjonowany przegląd literatury oraz studium przypadku.
Odpowiedź na pytanie uzyskano poprzez przeprowadzenie studium przypadku. W celu implementacji badania korzystano ze źródeł pierwotnych oraz wtórnych takich jak: wywiady z dyrektorem zarządzającym oraz dyrektorem marketingu, informacje prasowe, raporty oraz analizy branżowe, bazy danych market intelligence, portale branżowe oraz biznesowo-finansowe.
Wyniki otrzymane poprzez studium przypadku wykazały, że stosowanie określonych zasad rebrandingu marki korporacyjnego, takich jak wybór i implementacja odpowiedniej strategii, wykorzystanie dostępnych zasobów oraz umiejętna dystrybucja zadań miało wpływ na sukces zmiany marki korporacyjnej coffee heaven w Costa Coffee.

Słowa kluczowe:
strategia rebrandingu, rebranding korporacyjny, transfer kapitału marki.

Introduction

With rebranding being both a popular and current phenomenon, the choice of most adequate rebranding strategy still needs to be delved into. The cases of almost iconic brands which were swept away by uncompetently conducted rebranding or a badly chosen strategy are still common. Enough to mention often cited cases of Royal Mail and Consignia or Swiss Airlines. Then again, there are bountiful of cases of brands which achieved the status of a paragon of an excellently conducted rebranding. To these belong, among others, Accenture, Orange, Visa and similar. The outcome of the corporate rebranding strategies were not coincidental. They were shaped by certain factors which exerted a decisive impact.

In order to identify the determinants of the final outcome of corporate rebranding strategy one must take a closer look at its multiple cases.

Literature review — corporate rebranding strategies and factors for success and failure

Even though there is no universal definition of rebranding and at the same time contradictory definitions of rebranding co-exist with one another, there is a need to systematize the typology of this term. In general, there are two approaches. The first one perceives rebranding as any change, to the brand and its system of corporate visual identity. The other group perceives rebranding as a permanent change pertaining to its name and /or logo, however, excluding the changes of typology and colour etc. often intercheably described as rebranding or rejuvenation, revilatization and similar terms. Hence, the literature review presented below does not exlude the authors of either of the groups. However, the emphasis is put on the cases defined by rebranding in the second approach.

Corporate rebranding strategies

Rebranding strategies distinguished by researchers are presented below. The first three by Kapferer (1992) under the name interim and fade in/fade out, and the last one developed by Daly and Moloney (2004):

1) an interim/dual strategy based on a temporary co-existence of the former and latter brand, even for a very short period of time, with the change scheme:
   Brand A → Brand AB → Brand B;
2) prefix strategy based on joining the brands to-be-changed under one common brand which finally replaced the former ones, with the change scheme: Brand A → Brand AC, Brand B → Brand BC, Brand AC, BC→ Brand C;
3) a subtitution strategy based on an immediate replacement of the former brand with the latter, with the change scheme: Brand A → Brand B previously known as Brand A;
4) a brand amalgamate strategy based on a permanent joining such as co-branding, with the change scheme: Brand A + Brand B = Brand AB.

Kaikati and Kaikati (2003) developed another typology which characterizes a further subdivision. The Kaikatis replaced substitution with two different types — a translucent warning strategy and sudden eradication strategy. The difference between them is that the former informs the market before the actual change and the latter does it only at the moment of the very change. Hence, it can be summarized that the moment of informing the consumers of these two strategies is different. Moreover, the scholars proposed also a counter takeover strategy, where in case of e. g. a merger or acquisition, the new brand, even the weaker, replaces the old one. Another strategy developed by the Kaikatis is retrobranding which is usually exploited when rebranding turns out to be a failure. Then, the old and well-established brand eventually replaces the new brand.

The cases analyzed by the scholars are presented in table 1. below.

A review of case studies of corporate rebranding in India of the following brands Bajaj Automobiles, Dabur, Airtel, Godrej, Shopper's Stop, Ceat, Videocon, Murugruppa Group, Reliance (ADAG), Mahindra, Bank of Baroda, Canara Bank, Mantra Developers, UTV is presented by Shivakanth Shetty (2011); yet, without delving into the particular strategies.

S. Marinkovic, V. Golubovic and I. Ljuomvic (2010) analyzed the banking sector in Serbia, especially from the perspective of the impact of mergers and acqusitions on corporate rebranding of banks. Rather than analyzing the strategies of corporate rebranding of banks, the academics focused on the types of rebranding.

Table 1
Literature review concerning case studies of rebranding strategies

Authors	Case study	Rebranding strategy	Publication date	Determinants	Outcome
A. Daly, Moloney	Eircell/Vodafone	Interim	2004	Properly chosen strategy	Satisfactory
R. Herstein, Y. Mitki, E.D. Jaffe	El Al airlines	Substitution: a CVI redesign	2008	Strategy at four communication levels.	Satisfactory
L. Muzellec, M. Lambkin	Guiness/Diageo	Interim/Dual	2008	Various strategy durations for each stakeholder group.	Satisfactory
J.G. Kaikati	Andersen Consulting/Accenture	Interim/Dual	2003	Proper brand values transfer.	Satisfactory
M. Rzemieniak	Zakłady Azotowe "Puławy"	Not applicable	2011	Due to market research it was decided not to rebrand due to both high brand recall and recognition.	Not applicable
A. Dugar	Columbus	Unidentified	2012	Unidentified	Unidentified
P. Sharma	Shopper's Stop/Shoppers Stop	Interim: a CVI redesign	2008	Repositionong as a premium brand and broadening target group.	Satisfactory
J. Dubey, B.P. George	Airtel	Translucent warning: a logo redesign	2012	Gap between brand promise and customer experience.	Unsatisfactory
A. Coles	Condor&Neckermann /Thomas Cook AG	Retrobranding	2003	Both global employee and CEO engagament.	Satisfactory
J. Kaikati, A. Kaikati	Kelogg's Coco Pops/Choco Crispies	Sudden eradication	2003	Decision taken without market research.	Unsatisfactory
J. Kaikati, A. Kaikati	BankAmericard, BarclayCard, Carte Bleue, Chargex and others/Visa	Interim	2003	Excellently planned and executed strategy.	Satisfactory
J. Kaikati, A. Kaikati	Euro Disneyland/Disneyland Resort Paris	Interim/Dual	2003	Well-chosen strategy.	Satisfactory
J. Kaikati, A. Kaikati	McCall's / Rosie	Sudden eradication	2003	Badly chosen strategy.	Unsatisfactory
J. Kaikati, A. Kaikati	France Telecom/Orange	Retrobranding	2003	Well-chosen strategy.	Satisfactory
S. Nerpin	GZE, EW / Vatenfall	Interim/Dual	2008	Sport and local communities sponsorhip.	Satisfactory
L. Muzellec, M. Lambkin	Telecom Eireann/eircom	Sudden eradication	2005	Lack of unity at the brand identity level.	Unsatisfactory

cont.
table 1

Authors	Case study	Rebranding strategy	Publication date	Determinants	Outcome
L. Muzellec, M. Lambkin	Eircell / Vodafone	Interim/Dual	2005	Properly chosen strategy to enable brand quity transfer.	Satisfactory
T. Bradbury, B. Catley	Football Kingz FC/New Zealand Knights FC	Sudden eradication	2007	Gap between brand promise and customer experience.	Unsatisfactory
M. Mordzak	PTK Centertel/Orange	Unidentified	2011	Unidentified	Satisfactory
M. Merrilees, D. Miller	Acton Leather	Brand refreshment	2008	Implementation of six principles	Satisfactory

Source: own elaboration on the basis of the aforementioned articles.

Factors for success and failure

The choice of a rebranding strategy may entail irreversible consequences. If they are beneficial to the brand and the company, rebranding is evaluated as successful, whether it brings about a fiasco, it is not. In all of the presented case studies the rebranding strategy was carefully and thoughtfully chosen in accordance with the internal and external circumstances. Owing to the fact it is difficult to assess the actual results of rebranding, the choice of a rebranding strategy appears to be a key decision. Also, the choice of the most propitious moment to launch rebranding is of great significance. In terms of corporate brand management, it is vital to display not only functional but also emotional values (Witek-Hajduk, 2011, 354), which is of utmost essentiality in the face of rebranding.

The academics do enumerate several rules which one ought to abide by when conducting rebranding, if of course, a company wants to achieve a success.

Both Luck (2004) and Herstein and Mitki (2008) underline the role corporate communications performs in the rebranding process. Luck (2004) points out that rebranding triumph or fiasco is difficult to evaluate due to an abundance of aspects. Nonetheless, she advices to detect the first symptoms of the final outcome in the public relations. Herstein and Mitki (2008) explain that rebranding is a holistic process and ought to be conducted simultaneously on four corporate identity communication levels: internal, external, formal and informal.

Muzellec and Lambkin (2005) and Kaikati (2003) stress the decisiveness of a proper rebranding strategy. The juxtaposition of the case of Telecom Eireann/eircom with a sudden eradication strategy with the case of Eircell/Vodafone with an interim strategy constitutes an exemplification. The former had an initial brand equity weak, in contrast to the former; hence, the choice of a sudden eradication strategy appeared to be a natural consequence so as to erase the pejorative connnotations with Telecom Eireann. Yet, the telecommunication market deregulation, the company's going public and a sharp decline in its revenue structure made it incessant for the company to implement more radical changes. Unfortunately, there was a gap between the brand promise and customers' experience.

Pi-Fang Hsu and Fang-Lei Lin (2013) and Stuart and Muzellec (2004) emphasize the importance of an adequate brand name selection which, according to the scholars, is a multi-criteria decision making problem (MCDM) (2013, 188). Hsu and Lin developed a model of a Delphi method and analytic hierarchy proces. The criteria for choosing an appropriate brand name were marketing, legal, linguistics and emotional. Stuart and Muzellec (2004) list various types of coining a new brand name and a slogan as it is one of the toughest element of rebranding, which eventually may decide on its outcome. Stuart and Muzellec recommend not to create new names according only to the latest trends without taking into account the former brand's history. On the other hand, they warn that a pleasant-sounding and easily pronounceable names such as Altria, Novartis or Advantis are too universal and symbolize the same, common values.

The significance of brand identity and unification process together with mission, vision and values is accentuated by Gotsi and Andriopoulos (2008), Dubey and George (2012), Merrilees and Millers (2008) and J. and A. Kaikati (2003). The Kaikatis (2003, 18) state that „rebranding is expected to provide a golden opportunity for a complete transformation". The scholars indicate four guidelines to bear in mind: do not resign from a well-established brand without a good reason (a so-called heritage rebranding trap), do not copy, avoid a full co-branding in case of M&A, do not be beguiled by a celebrity. Gotsi and Andriopoulos (2007) identify four major pitfalls of corporate rebranding: detachment from the brand's heritage, shortsightedness of stakeholders, focus on form not content and the problem of many identities joined under a new one. The academics underline that when under a change it is necessary to distance from the past; yet, the key problem is to assess how much distance do we actually want to keep from out past? Many companies cannot do this. Dubey and George (2012) insist that a unified brand identity encompasses among others service standarization and the companies which do not accept this are destined for failure. Merrilees and Miller (2008, 540–542) enumerate six critical rebranding priciples pertaining to brand vision, values and identity: designing a suitable brand vision for the corporate rebrand which ought to balance the need to continue to satisfy the core ideology of the corporate brand, yet progess the brand so it remains relevant to contemporary conditions; retaining at least some core or peripheral brand concepts to build a bridge from the existing corporate brand to the revised corporate brand; meeting the needs of new market segments relative to the segments supporting the existing brand; applying a high level of brand orientation through communication, training and internal marketing; having a high level of integration and coordination of all aspects of the marketing mix, with each brand element aligned to the corporate brand concept in its corporate rebranding strategy; making stakeholders aware of the revised brand through promotion with possible additional benefits if non mass media are included in the promotion mix. Coles cites six success factors for embedding mission, vision and values developed by Miller and Ginsberg (1992 in: Coles, 2003, 5): visibility of the chief executive leads the embedding of mission, vision and values; board is fully involved in leading and role modeling the embedding of mission, vision and values; clear definition and communication of the mission, vision and values, and a common language exists from top to bottom; mission, vision and values are integrated into every management process; values are taken into account into how people are paid; management is not the jugde of its own success.

Coles (2003, 5–7) explicates that employee's engagement in the rebranding process is indispensable if success is the ultimate goal. In the case study on the rebranding of Condor&Neckermann into Thomas Cook after its acquisition, Coles presents the tool through which the employees could co-create the mission, vision and values of the brand — the brand ambasador programme. Coles insists that in multinational corporations the coherent indentity and perception of the brand is imperative, especially from the viepoint of workers and internal relations. In case of an ownership change, such as Thomas Cook's, the stakeholder group of employees was influenced to a great extent as their number rapidly increased and consisted of a variety of cultures, not only national but also corporate. There are cases where the inappropriate transfer and unification of brands' assets leads to an unsuccesful rebranding, even though the scope of the company is not as great as in case of Thomas Cook, and the corporate and national cultures do not vary so distinctly. Hence, it is evident that even the most distinct differences might be unified given a competent, appropriate and well-thought corporate rebranding strategy. Nonetheless, it is still a challenging and risky undertaking.

Pauvels and Delassus (2012, 121) state that in order to transfer brand equity consumers should: be aware of the brand substitution, have a positive attitude towards the replacement of the initial brand, perceive the old and the new brand as similar, not be too much emotionally bound to the old brand and the new brand should benefit from the presence of an umbrella brand. These implications were created on the basis of a case study of a substitution of a biscuits brand name Taillefine with Belvita.

The overall classification of both positive and negative determinants is shown in table 2.

Miller et al. (2013) formulated six major enablers of five barriers of corporate rebranding. The first group includes strong brand leadership, developing brand understanding, internal brand activities, continuity of brand attributes, stakeholder coordination and integrated marketing programme. The second group consists of autocratic rebranding approach, stakeholder tensions, narrow brand re-vision, inadequate research, inadequate customer consideration.

Table 2
A division into positive and negative determinants of rebranding of corporate brands

Factors for success	Author and year	Factors for failure	Author and year
Maintaining core brand values	Merrilees, Miller (2008)	Detachment from the brand heritage	Gotsi, Andriopoulos (2007)
Linking the old and new brand	Merrilees, Miller (2008)	Stakeholders' Shortsightedness	Gotsi, Andriopoulos (2007)
Targeting new segments	Merrilees, Miller (2008)	Form instead of content	Gotsi, Andriopoulos (2007)
Promoting the brand to stakeholders	Merrilees, Miller (2008)	Lack of unity between many identities	Gotsi, Andriopoulos (2007)
Sport and local communities sponsorship enhance brand equity	Nerpin (2008)	Gap between brand promise and customer experience	Dubey, George (2012), Muzellec and Lambkin (2005)
Communication in all channels to all stakeholder groups	Herstein (2007), Luck (2004), Kaikati (2003)	Insufficient customer communication	Pauwels, Delassus (2012)
Meeting marketing, legal, linguistic and emotional criteria in brand name selection process	Pi-Fang Hsu (2013), Stuart and Muzellec (2004)	Employing a celebrity to perform management role and/or rebrand into their name	Kaikati (2003)
Employee engagement	Coles (2003), Miller, Ginsberg (1992)		
Mission, vision, values in: management process, remuneration system, and communication	Miller, Ginsberg (1992)		
Hiring a well-established consultancy	Kaikati (2003)		
Taking into account market reseach before change implementation	Sharma (2008), Rzemieniak (2011), Kaikati (2003)		
Evaluating the duration of strategy for each stakeholder group separately	Muzellec, Lambkin (2008)		
The choice of an adequate rebranding strategy	Kaikatis (2003), Coles (2003),		

Source: own elaboration on the basis of the aforementioned articles.

Rebranding Strategy: coffee heaven-Costa Coffee case study

The primary aim of the hereby article is to answer the research question — what are the factors for success of rebranding strategy of coffee heaven/Costa Coffee in Poland?

The method chosen to conduct the research is a case study. A case study method is usually employed in case of a holistic and in-depth investigation, especially with regard to education, sociology, government, management and community-based problems, and it enables the researcher to go beyond the statistical results and understand the behavioural conditions (Zainal, 2007, 1). The main advantages of this method are: examination of the data within the context of its use, a possibility of both quantitative and qualitative analyses of the data, the qualitative accounts help to explore and describe the data in real-life environment and to explain the complexities of real-life situations which may not be captured thorugh experimental or survey research. The disadvantages include: lack of rigour, very little basis for scientific generalisation due to a small number of subjects, length and difficulty of conducting (Zainal, 2007, 4–5).

The data collected for the research was primarily of secondary sources which encompassed: articles, press releases, interviews with Marketing and Development Director published mostly in Polish marketing, management and economic web portals (www.bankier.pl, www.portalspozywczy.pl, horecanet.pl) and on the Polish Costa Coffee website (www.costa.pl), market analyses published on Polish branch web portals (www.portalspozywczy.com) as well as international market intelligence data bases (www.euromonitor.com), brand ranking lists (www.rp.pl), International Coffee Organization (www.ico.org), international business and financial sources (www.bloomberg.com, www.ft.com) and finance sector in an international online daily (www.telegraph.com). In addition, this research makes use of primary sources which were collected in a form of a Q&A interview with Costa Coffee Development Director in Poland, Mr. Andrzej Jackiewicz.

General characteristic of the company Costa Coffee Polska S.A.

At the beginning there is a concise history of the coffee heaven brand. The brand of coffee heaven came into existence in 1999, shortly after establishing its operating company — CHI Polska S.A. In 2001 the company registered as Coffeeheaven International Ltd. had its IPO on AIM, London Stock Exchange (CostaCoffee, 2015). From then on the company headquartered in Poland was offering its cafe on many CEE markets, such as Poland, Romania, Hungary, Bulgaria, the Czech Republic, Latvia and Slovakia under coffee heaven brand, with an exception of Coffee Nation in Latvia (Bloomberg, 2015). As the name suggests, coffee heaven was a brand of a chain of cafe stores. In Poland coffee heaven brand was regarded with great favour and affection by Polish consumers. In 2011 coffee heaven was awarded with the prize of Złote Orły for making the most recognizeable Polish brand on Horeca market. According to Polish Rzeczpospolita Brand Strength Ranking 2012 rated coffee heaven brand on 64th place with the highest 5-point growth index y/y (Rzeczpospolita, 2012). Not only the brand itself but also its baristas won plenty championships throughout the years. In Poland the company was granted a Top Employer 2010 award by CRF. In the same year the Whitbread plc., the owner of Costa Coffee, took it over (Financial Times, 2009). Two years later CHI Polska, wholly-owned by Whitbread plc., introduced a new cafe brand Costa Coffee on the Polish market.

The coffee market in Poland was estimated 5.27 bilion zlotys in 2013, and the growth forecast for 2014 and 2015 was 1.4 per cent with the total worth 5.34 in 2015 and 5.3 bilion zlotys in 2016, according to Euromonitor International (Portal Spożywczy, 2014). Due to the latest sources of EI, there are „25 milion regular coffee drinkers in Poland and in terms of coffee consumption Poland ranks 19th in the world” (Euromonitor, 2015). Seemingly, there is still enough market space for new players. As of August 2015 Costa Coffee has the largest coffee shop chain in Poland — over 100, which is approximately three times more than its main rival Starbucks (Portal Spożywczy, 2015).

The rebranding strategy of coffee heaven/Costa Coffee

By the end of 2012 the rebranding process began. The third brand — Costa by coffee heaven — emerged. The temporary co-branding was introduced only for the purpose of rebranding. According to the division coined by J.N. Kapferer the strategy employed by Costa Coffee in Poland was interim/dual. The first stage enompassed the cafe shops solely in Warsaw. The rebranding will have been finished by the end of this year with over 100 Costa Coffee shops in 18 Polish cities. At the very moment there are approximately 20 to undergo the transformation. It is worth mentioning that the coffee heaven brand has been present in consumers' awareness for nearly 15 years. Andrzej Jackiewicz who is CHI Polska Development Director stated that the initial changes implemented in the first cafe stores served as a mock test before the final makeover (Bankier, 2014). With so many coffee shops and over 190 vending machines, the brand reaches consumers in as many as 300 different places all around Poland. In five to seven years Costa Coffee will have reached the consumers in approximately 800 places (Interview, 2015).

In an interview Mr Jackiewicz declared that there were two key motives which decided on rebranding. The first issue was the potential of the Costa Coffee brand and the second was the potential of the Polish market which altogether summed up to an opportunity the company decided to take advatage of. The potential of the latter is visible in the data; namely, in comparison with other European countries which have on average 25 branded cafes per one milion inhabitants, in the UK 85, in Poland there are merely 12 cafes. Another market trend is the standard of living indicator which shows that Poles are more affluent with every year; hence, they are willing to pay more for such daily pleasures like a cup of coffee.

The specificity of the branch which is by and large dependant on the emotional values of the brand imposes on the company a necessity to conduct the rebranding strategy smoothly. Meetings with the customers and consumer research were the most significant tools to achieve this. Moreover, from a business perspective it is more profitable to manage one global brand than several geographically differentiated brands. The company did not copy any specific rebranding strategy nor any specific case study but formulated its own plan for development (Interview, 2015).

It is worth mentioning that soon after the market entry Costa Coffe was honoured with plenty of accolades, such as: Consumer Laurel 2014 Discovery of the Year (Laur Konsumenta Odkrycie Roku 2014), Consumer Quality Leader 2014 Debut of the Year (Konsumencki Lider Jakości Debiut Roku 2014), Good Brand 2014 — Quality, Trust and Reputation (Dobra Marka 2014 — Jakość, Zaufanie i Renoma), Prime Property Prize 2014 (Horecanet, 2014).

Success factors

What are the factors standing behind the brand's positive reception in Poland?

Consumers' attitude was evaluated by PBS on the sample of five thousand customers among which over 90 per cent regarded the rebranding positively. Whereas 60 per cent ranked the change 9 or 10 out of 10 (Interview, 2015).

Development Director of Costa Coffee states that there are several key factors. First of all, the menu is literally tailor-made as the customer has the broad choice such as lactose free milk and can decide upon a type of coffee they have a predilection for, including thirty individual coffee aromas. Secondly, the company makes use only of highly-advanced coffee machines and ovens. Thirdly, well-trained staff who are people with passion for what they do in life and constantly improve their work skills. Fourthly, the interior designing by the duet Stiff and Trevillon who adapt the coffee shops in accordance with the specificity of the place and guests. Fifthly, the emotional values which the brand offers are the ones the customers expect. In order to comprehend the customers needs and satisfy them, the company conducted marketing research. In addition, the brand is prone to marketing alliances such as the one with Oreo by Mondelez. Moreover, the rebranding project team was set up to coordinate the entire rebranding process and each newly-opened coffee shop has its own opening team who familiarizes the staff and guests with the brand change. The managers responsible for the rebradning strategy meticulously studied the rebranding case studies of other companies on different markets; yet, in the end they decided on implementing a strategy created solely for the needs of coffee heaven/Costa Coffee in Poland. The aforementioned factors seem to have contributed to the rebranding success. Above all, the proper brand equity transfer between coffee heaven and Costa Coffee has paved the way for all of the other factors. Nonetheless, the maintenance of the values of the brand heritage together with befitted plan of expansion would not be possible without them. According to Mr Jackiewicz, the opening dates of all Costa Coffee shops are as scheduled almost two years ago (Interview, 2015).

As far as positve and negative determinants which were classified in the previous section on the basis of the subject-literature review in case of coffee heaven/Costa Coffee is concerned, the case is abundant with many positive ones. First, the choice of an interim strategy was a wise decision as the initial brand equity was vry high so it had to be transferred to the replacing brand. Secondly, market research was taken into cosideration, as mentioned by Mr. Jackiewicz above. Thirdly, core brand values were not only maintained but also cultivated. Fourthly, the brand through a rapid expansion reaches new customer segments. Even though the brand name selection process was not applicable in this particular case, the name of Costa Coffee in the Polish language is easily pronounceable, makes the impression of an exotic country of origin and does not convey negative connotations. And above all, includes the word: coffee.

Conclusions

This article attempts at systematizing the factors for success and failure of rebranding of corporate brands as the vast majority of publications focus only on chosen ones with reference solely to several case studies, with an exception of the publication by Miller et al. (2013) which presented several enablers and barriers to the rebranding process. The author of the hereby article proposes a classification of the determinants. Finally, the author analyzes the corporate rebranding strategy of coffee heaven and Costa Coffee in Poland holistically with an aim to identify the factors for its success. Even though the knowledge of the corporate rebranding guideliness is indispensible when deciding on rebranding, the case study of Costa Coffee in Poland proves that the company has to find and arrange its unique strategy.

The most significant conclusion is that the adequately-chosen and competently implemented corporate rebranding startegy enabled the new brand the conquest of the Polish market. Had it not been for the successful brand equity transfer of coffee heaven, the expansion of Costa Coffee in Poland would not have been so broad and rapid. The attitude of consumers and effective as well as competent management of the rebranding process also contributed to its success. Of course, futher research in the field of corporate rebranding and corporate rebranding strategies is highly recommended, especially in the coffee branch on other markets so as to make a comparative analysis of the subject. Also, a research on determinants with a view to classifying them from a different perspective is suggested.

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