

The rebranding of *Electrica Soluziona SA* - a case study

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Abstract: *This article intends to present the design and implementation stages of a rebranding campaign that took place in the *Electrica Soluziona SA* company. The rebranding targets a company that provides consultancy services and software solutions and that underwent a change of its main shareholders structure, as it was taken over by Indra Group. After being taken over by Indra, *Electrica Soluziona* has considerably enlarged its product portfolio and the market segments targeted. Thus, it was mandatory to define a complex rebranding campaign. The rebranding process was not determined only by the broadening of activity, but also by the change of visual identity elements, along with the desire of repositioning.*

Key-words: *brand name, rebranding, marketing strategy*

1. Introduction

The articles published in the last years in the Romanian media, and not only, revealed that during their evolution process many companies on the market come to moments when they need to reinvent themselves. This decision can be based on many reasons: either they want to address another target audience, or they intend to modify the offer for services or products, or the structure of shareholders has changed, or they want to adapt to the requirements of a market under permanent change. In this context, the companies choose to invest big amounts of euros in order to communicate their new identity.

Electrica Soluziona SA, a company that supplies consultancy services and software solutions, decided to make a rebranding after the main shareholder changed, as it was taken over by Indra Group. After being taken over by Indra, *Electrica Soluziona* has considerably enlarged its product portfolio and the market segments targeted. Thus, it was mandatory to define a complex rebranding campaign. The rebranding process was not determined only by the broadening of activity, but also by the change of visual identity elements, along with the desire of repositioning.

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First, the rebranding company includes an internal component, which implies that the employees of *Electrica Soluziona SA* should understand and assimilate the new brand, together with the values associated to it. On the other hand, the rebranding implies an external communication component. This process is structured in three phases. The first phase implies co-branding. Here *Indra* has only a support role, communicating that *Electrica Soluziona SA* is member of the *Indra Group*. In the second phase, which is also co-branding, the visual link between the two brands is consolidated. The *Indra* and *Electrica Soluziona SA* logos gain equal significance and weight in communication. Thus, the identity of *Electrica Soluziona SA* undergoes a process of subsequent depersonalization, preparing the transition to *Indra* brand.

The rebranding process does not imply only a change of image, but also implementation of know-how, access to international expertise, launching of new products and services and business lines, doubled with the development of clients and partners portfolio.

With this rebranding campaign, *Electrica Soluziona SA* intends to propose the image of a powerful company under the *Indra* brand – multinational company known worldwide – whose values are determination, exactness, sensibility and originality, which offers new products and services to the actual and potential clients, launches on new lines of business and develops its client portfolio.

The objectives of the rebranding campaign for *Electrica Soluziona SA* include the increase of awareness and the differentiation from the other companies offering consultancy services and software solutions.

2. The background for the company's image change

Electrica Soluziona SA is a share company established in 2002 by its shareholders: *SOLUZIONA S.A* – main shareholder, *SC Electrica SA*, *SC ROMELECTRO SA*, *SC ISPE SA*, *SC ISCE SA*. The company has had a constant number of employees (40) from the beginning of its activity, and a fluctuating number of external collaborators, experts in information technology and project management.

The company's field of activity includes consultancy in information technology, services of implementation and maintenance of information systems and other related areas.

After *Electrica Soluziona* was taken over by *INDRA SISTEMAS SA*, it was mandatory to run a rebranding campaign, considering that *INDRA* is a leader company on the IT market, both at national level (in Spain), and internationally.

The success of *INDRA* is based on solid technological structure, continuous innovation, quality of processes and results, efficient management of requirements and a high qualification degree of the experts. *Indra* is the number one multinational IT company in Spain and one of the main actors on the markets in Europe and Latin

America. Indra is a company open to innovation, with experience in the relations with the internal and external environment (shareholders, employees, clients, suppliers, etc.), with the associated institutions, as well as with the communities with whom it interacts.

Indra's corporate identity evolved towards a visual language which, on the one hand, keeps alive the essence of the company – the logo and corporate colors evolved since the initial versions – and, on the other hand, aspires to higher impact aesthetics, contributing to a better communication of the company's essence, in a complete and fascinating way. The brand is inspired by virtuosity and concentrates faithfully the four main values associated to Indra's corporate culture: determination, exactness, sensibility and originality. The new Indra identity includes 5 elements: logotype, typography, color, image style and voice tone.

3. The bases of the rebranding process

Indra brand communicates the way in which the company activates and its wish to continue this activity on the virtuosity line, combining technical knowledge and talent. After being taken over by Indra, Electrica Soluziona SA wishes to join the line imposed by Indra, assimilating the values and exigencies imposed by it.

Indra brand propose a uniform image for all categories addressed. – **a company of experts in information technology based on values such as sensibility and exactness, which constantly transform knowledge into value.**

The image proposed by Indra to its clients – *"Whenever you have a serious technical problem, Indra offers you the solution."* – Passionate about everything they do and with a permanent desire to understand the problems of others, Indra specialists transform difficult problems into simple activities. Wanting to have a prompt reply to requests is not just an option, but a habit which was reached through Indra's technical expertise and irreproachable management. Besides efficiency and precision, Indra offers to its clients' flexibility, knowing how to innovate and how to use its experience to develop the solutions it offers.

- **The image proposed by Indra to the business environment** – *"If you want to invest in the IT sector, the precision and exactness offered by Indra represents a certain option."* – Indra carries out activities with precision in order to generate valuable results, which represent a guarantee of the quality offered. The company is involved in a constant and serious activity for keeping the financial performances, as well as the services offered to its clients to a highest level.
- **The image proposed by Indra to its employees** – *"If you wish to become a member of as team whose challenge is excellence, Indra is the right place for you."* – Indra is a company with experience in identifying and investing in persons with potential, offering them opportunities for development and

formation. It employs talented professional, helping them to develop and to excel in their field.

- **The image proposed by Indra** – *"Indra gets actively involved in research and development, and this is represents and advantage both for the business world, and for promoting social progress"* – Indra promotes innovation and information development, both at internal and external level, on a large range of activities. Thus, it contributes to social progress in its lines of business.

The company gets involved in innovating initiatives, carried out in collaboration with important institutions and organisations.

The values associated to INDRA brand are: **determination, exactness, sensibility and originality.**

- **Determination** – *Determination is what leads us, together with the desire to excel.*
- **Exactness** – *We strive for perfection.*
- **Sensibility** – *We establish positive, solid and long-term relationships with the audience we target, in all domains..*
- **Originality** – *Our target is to have a constant progress and to surprise our customers with original solutions.*

4. Marketing and communication strategy

This section concerns the rebranding process of Electrica Soluziona SA, considering that the company undergoes a radical transformation in terms of image and activity, integrating a portfolio of new products and launching on new lines of business. The company will go through a process of brand change, having as starting point the awareness of INDRA brand on the external markets and its position as one of the main companies on the European IT market.

By integrating a new portfolio of products and launching on new lines of business, the company changes both its image, its organization, and its market position. A major transformation is involved, where communication is mandatory. Practically, starting from its own brand, Electrica Soluziona will switch over to the new Indra brand, defining a new identity. First, the rebranding company includes an internal component, which implies that the employees of Electrica Soluziona SA should understand and assimilate the new brand, together with the values associated to it. On the other hand, the rebranding implies an external communication component. This process is structured in three phases. The first phase is the co-branding. Here Indra has only a support role, communicating that Electrica Soluziona SA is member of the Indra Group. In the second phase, which is also co-branding, the visual link between the two brands is consolidated. The Indra and

Electrica Soluziona SA logos gain equal significance and weight in communication. Thus, the identity of Electrica Soluziona SA undergoes a process of subsequent depersonalization, preparing the transition to Indra brand. A new organizational culture will be established, and the messages sent outside the company will be adapted to a much larger range of clients, partners and collaborators.

The roots of the repositioning process of Electrica Soluziona SA reside in the business strategy, its organizational structure, its history and functions, and it is propagated at the brand platform level (mission, vision, values, personality), with an impact in the visible part of the iceberg.

In this moment, there is also the real need for repositioning the company at the level of its target audience segments, according to its new market status and with the general development strategy.

The proposed rebranding strategy is one that aims exclusively the need to communicate the new brand, as well as the attributes and values associated to it.

The opportunity presented by the current background offers the unique opportunity to create a brand consistent with the meaning of the company in its new structure and position on the market.

In the particular case of Electrica Soluziona SA, the rebranding strategy is only one of the elements of a marketing and communication strategy that sets the coordinates of repositioning. The only mission of the campaign that follows after this rebranding strategy is to disseminate and to decode the new elements of visual identity at the level of target audience, and especially to communicate values associated to them and the philosophy of the new brand.

4.1. Premises

Considering the objectives, known as characteristics of the target audience, the rebranding of Electrica Soluziona SA cannot be achieved through a simple publicity or advertising campaign. An institutional communication campaign is needed, because the success of this process cannot be measured in terms of sales, turnover or inquiries.

The rebranding strategy intends to „sell” the name, mission, vision, recognition and values associated to the company, not just products or services.

These are valuable elements, inherited from the old positioning, but there are also elements that need to be cultivated and enhanced, such as: professionalism, adaptability, excellence, originality, expert team in IT area, meeting the client needs at higher levels, stable relationships with the business partners and the commitment towards company's employees and collaborators.

First of all, the brand builds up internally. If the internal background is a positive one, namely if a strong organizational culture is established, the employees and their families can become important factors of modelling the external image of the company.

The communication campaign that implements the new brand will aim, first of all on communicating the visual identity elements. On a secondary level, the campaign includes communication of the new mission and market position.

The most important decision in a rebranding process is whether to get involved in a preliminary stage, naming. In the case of *Electrica Soluziona SA*, *without having access to the conclusions of preliminary studies regarding the opportunity to change the name of the company*, we consider, after analysing the general information available, that the following considerations justify the adoption of Indra brand: modification of the operational structure; modification of the offer, by extending the range of products and services; defining a new company vision; the wish to take a distance from the social and moral baggage; and presenting an image of responsible company from a social point of view; the wish to align the company to the values associated to the new brand; the niche is established - automatic association with the activity in IT domain, fulfilling both the distinctness and uniqueness criteria; because the name is representative for the activity area, it is easy to recognise, and most of all to remember, as the brand has a high level of awareness at European level; language considerations (type, phonetical structure); a powerful name, unlike the ephemeral character of a slogan, continuously changing, and does not imply any negative or profane connotation at the level of cultural acceptance.

4.2. The communication model

For the rebranding campaign it is recommended to use the communicational model „**innovation – adoption**”, which implies to go through the following stages:

- awareness, at the target level, of the change made from the point of view of the brand name, of the values associated to it, of the positioning and mission;
- arousing interest in it;
- evaluation of the change and adopting it.

This model allows to exploit the potential of the new company brand and its awareness and gradual shift of the attention towards the message that we wish to convey.

The message

- a. **Type of message** – the construction of the rebranding message aims to approach **rational type of appeals**. The communication target is mainly of business type, and this is the reason why the message has to target attributes related to **value, performance, modernity, quality, efficiency and originality**. It has to offer to clients, partners and potential partners from the economic area or to authorities trust in the new lines of business chosen by the company.
- a. **Structure or the message** – unidirectional, the source of communication belongs solely to the issuer (*Electrica Soluziona SA*). Testimonials will not

be used and no reply will be requested from the target. The message affirms the optimal sense of changes in structure and orientation towards future, progress and excellence, taking into account the role of the company in the Romanian society.

- c. **Content of the message** – After the primary analysis of the brand and of the initial audit, we suggest the following message: „**continuous evolution**”.

The advantages of this concept rely on the multitude of alternatives in which it can be inflected at the level or key words, of slogan alternatives and associated graphical constructions. Also, the evolution concept illustrates very well the company's state of fact, in a moment of rising and repositioning. **The form of the message will derive from this central idea, leaving to the subsequent research activity to set the actual text of the communication.**

At this moment, it is possible to keep the message through the communication strategy, mentioning that it will be further refined after research:

Main message: *Indra, a powerful IT company, intends to become a real competitor on the Romanian IT market, as it is already on most markets worldwide;*

Secondary messages:

- ✓ Whenever you have a serious technical problem, Indra offers you valuable solutions.
- ✓ *Determination is what leads us, together with the desire to excel.*

Target segmentation and appropriateness of the message to the target

The proposal for the segmentation of Electrica Soluziona SA target is the following:

- a. Internal receptors – that become image vectors, media for promoting the new brand and the values associated to it. The brand cannot be built and supported only from inside, considering that people count and that the internal audience is the starting point.

Research in this field demonstrate that the information transmitted through interpersonal relations are the ones that, most of the time, form the base for formulation and assumption of opinions and attitude orientations that finally get transposed into behaviour. Just like the human character, a brand is more powerful than words. Using facts and attitudes, before words, the brand tells the world who you are and what are your beliefs, principles and values. This is why the new brand has to be communicated, accepted and propagated to the internal audience of Electrica Soluziona SA, who will transmit it further to the external audience.

- b. Business receptors, which are current and potential business partners, central or regulation authorities, financial and bank institutions from Romania or abroad, opinion makers.

For the business receptors it is very important that the new company Electrica Soluziona SA/Indra communicates the idea that it is the only relevant partner, due to its economic force, the very high awareness of the new brand at European level and the potential for development.

- c. Receptors final clients – target all – at this level, as long as there is a proposal for changing the brand and the values associated to it, they need to be communicated in the first stage, followed by the communication of vision and mission, especially through mass-media. For them, the concept of "continuous evolution" should be clearly decoded and related to the new dimensions of company development.

The biggest effort should be concentrated in the stage of change awareness and interest arousal. Interest can be aroused only through mass-media and TV debates on this subject. Repositioning and branding represent a strategic investment in the development of a closer relationship with existent and potential clients of *Electrica Soluzionă SA*. Evaluation is made individually, having in the background the assertions of opinion leaders, the ones that have been convinced in a previous stage.

4.3. The rebranding strategy

The rebranding strategy of *Electrica Soluzionă SA* includes the following activities, each adapted to the target type for which it was created.

Activities:

1. The construction of the new brand is addressed exclusively to *Electrica Soluzionă SA*, considering all the elements that define the campaign and the profile of the target of the communication

- a. Defining the brand mission, vision and values
- b. Elaborating and testing creative proposals
- c. Choosing and adapting the creative solution
- d. Drawing up the identity manual

2. Implementation of the new brand inside the company – In this rebranding process, the main element is represented by the company's employees and by those who are in direct contact with the change at the level of brand, values and business.

- a. Drawing up the materials for internal communication
- b. Event for internal launching
- c. Drawing up and production of materials for supporting the brand
- d. Indoor rebranding

3. Launching the new brand outside the company:

- a. Drawing up the materials for external communication
- b. External launching event
- c. Direct mail campaign
- d. Media campaign
- e. Participation to events

Activitate	Luna I	Luna II	Luna III	Luna IV	Luna V	Luna VI	Luna VII	Luna VIII
Construcția noului brand și elaborarea manualului de identitate vizuală	■	■	■					
Producția materialelor de comunicare internă			■	■				
Lansarea noii identități la nivelul companiei				■				
Producția materialelor de comunicare externă			■	■				
Lansarea noului brand în exterior – conferința de presă, eveniment					■			
Campanie mailing direct					■	■		
Campanie media						■	■	■
Evaluarea campaniei / nu vizează ofertantul și compania								■

Table. 1 Planning of the rebranding campaign

4.3.1. *The internal rebranding campaign*

The brand positioning – Indra is positioned as a leader IT company on the Spanish market and one of the top IT companies in Europe and worldwide, offering a large variety of software solutions and associated services. Indra brand has four basic values: **Determination, Exactness, Sensibility and Originality**. The brand is inspired by virtuosity and concentrates faithfully the four main values associated to Indra's corporate culture: determination, exactness, sensibility and originality.

Establishing the communication objectives

- a. At cognitive level: announce inside the company the changes appeared at image and values level as a result of changing the shareholding structure; inform the employees about the new specific of the activity, which integrates new lines of business and new products.
- b. At affective level: consolidate the new image, accentuating the value of Indra brand at the level of its employees; stimulate the wish to be integrated in the big team of professionals that Indra has worldwide.

Defining the target for communication initiative

Internal target audience: company's employees, with any type of contract, who work at the Bucharest headquarters and all the sub-units country-wide; any type of collaborators, who work under contract (members of the administration board, experts, etc.); families of the employees.

Choosing the communication axis

Indra's message for its future employees is *"If you wish to become a member of as team whose challenge is excellence, Indra is the right place for you."*

Indra is a company with experience in identifying and investing in persons with potential, offering them opportunities for development and formation. It employs talented professional, helping them to develop and to excel in their field.

The company considers as important the efforts of its professionals, and motivates them to face the market challenges.

Developing the communicational mix and the communication strategy

The internal rebranding campaign aims to help the employees of Electrica Soluziona SA/Indra to understand and assimilate the new brand and the new values it represents. The stages of internal communication are:

- a. Drawing up the materials for internal communication
- b. Event for internal launching
- c. Drawing up and production of materials for supporting the new brand
- d. Indoor rebranding

Materials requested: posters with values (communication of mission and values) – interior posters, printed at a resolution higher than 1440 DPI, polychromy, laminated on a rigid support, with supports for wall hanging. – 30 pieces); **electronic newsletter** - layout electronic newsletter – 1 piece; **organizing the launching event** – event with about 50 participants, space rent, sound system, trainers, presentation materials – 1 event; **promotional materials for employees** (metallic pens, personalization to one colour – 100-200 pcs; block notes A5, personalized on each page, polychromic, 100 pages, interior 150 gr/mp – 200 pcs; mouse pad and mouse with Indra logo – 100 pcs; personalized access card – 40 pcs; **roll up display** – Display: 1,2x2 m, aluminium, includes photographic quality print resolution 1700 Dpi, cardboard 200g/mp – for each meeting room); **services** requested from specialised companies: creation, DTP, production, organizing event

4.3.2. The external rebranding campaign

Brand positioning – Indra is positioned as a leader IT company on the Spanish market and one of the top IT companies in Europe and worldwide, offering a large variety of software solutions and associated services. Indra brand has four basic values: **Determination, Exactness, Sensibility and Originality**. The positioning of Indra brand is an objective one. Indra's portfolio of products, solutions and services includes a complex and valuable offer. The solid technological base, continuous innovation, quality processes and results, excellent managements of requirements and high level of qualification of the more than 23,000 professionals represent a basis for the success of solutions and products offered by Indra.

Establishing the communication objectives

- a. At cognitive level: announcing the new brand; drawing the public attention towards the launching on a new line of business; proposing the new portfolio of solutions and services
- b. At affective level: consolidating the new image, accentuating the value of Indra brand, differentiating the mark from the competition by promoting the idea of originality.

Defining the target for communication initiative

The external target audience: internal and international business partners, potential investors, national and regulation authorities; products and services suppliers; clients and participants on the target lines of business (utilities, health, telecommunications, insurances, traffic and transport) – producers, system services suppliers, utilities suppliers, transport operators, system operators, distribution operators, health insurance companies, medical units and hospitals, telephone operators, national transport companies, ministries; mass-media; partners from the civil society – for projects with social implication;

Choosing the communication axis

The message transmitted by Indra to its clients is *"Whenever you have a serious technical problem, Indra offers you the valuable solution."*

Passionate about everything they do and with a permanent desire to understand the problems of others, Indra specialists transform difficult problems into simple activities. Wanting to have a prompt reply to requests is not just an option, but a habit which was reached through Indra's technical expertise and irreproachable management. Besides efficiency and precision, Indra offers to its clients' flexibility, knowing how to innovate and how to use its experience to develop the solutions it offers. The original solutions proposed by Indra are a source of differentiation from its competitors.

The message that Indra transmits to the business environment is *"If you want to invest in the IT sector, the precision and exactness offered by Indra represents a certain option."*

Indra carries out activities with precision in order to generate valuable results, which represent a guarantee of the quality offered. The company is involved in a constant and serious activity for keeping the financial performances, as well as the services offered to its clients to a highest level.

4.4. Developing the communication mix and the communication strategy

The communication strategy includes the following elements:

- **External launching event**

Materials requested: **stationary layouts** (business cards, letterheads, templates Word and e-mail, invoices, envelopes, customized folders)); **presentation catalogue; presentation leaflet; presentation movie in Romanian and English} (7 minutes, includes copyright, music, etc. delivered on mini DVX and beta support and in .avi format on DVD, with subtitles in English); press layouts** (images, polychromic, portrait and landscape); **press advertorials; video spot** - 30 seconds, delivered on mini DVX support and Beta tape – 1 piece; **site adaptation** – localization of www.indra.com in Romanian and introducing information relevant for the Romanian communication target; **internet banner** - animated, made in Flash, size 160/600 pixels and/or 300/250 pixels, hyperlink; **modular stand; materials of representation, luxury category** (leather folders, manager pens, leather support for office, memory sticks, leather key ring)

- **Event** for 300 persons – space rent – Palace of Parliament or similar, catering full service, sound system, artists, MC, lights; **services** request from specialised companies: creation, DTP, production, client service, event organisation
- **Direct mail campaign**
 - a. layout for the package (the package, attractive and with bright colours, will comprise 4 boxes of different sizes, embodied one into another, each box containing messages about one of the values promoted by Indra)
 - b. the package will be distributed to 10,000 persons in the communication target.

Materials necessary: package layout, print production, dissemination list

Services: creation, DTP, production, client service, distribution.

- **Media campaign**

- a. Written press
 1. Publication of advertorials and layouts in central mass media – daily and weekly papers.
 2. Publication of advertorials in publications specialized in the economic, utilities and business areas, that are targeted to the business-to-business sector.
 3. Publication of Indra layouts in catalogues and yearbooks.
 4. "Teasing" type activities – sending to the editorial offices of specialized publication big square packages, in bright colours. In order to open the packages, the journalists will have to lift several windows, each containing messages like: Indra – *Determination is what leads us, together with the desire to excel*; Indra – *We aim to perfection*; Indra – *We establish positive, solid and longtime relationships with the audience we target, in all activities sectors*; Indra – *Our goal is to advance constantly and to surprise our clients with original solutions*. The package will be accompanied by a brochure intended to stimulate the journalists to write about the Company's new identity and new capabilities.

b. Television

Ensuring media space for the promotion of Indra at general and specialized TV channels – news (compatible target)

- a. General TV channels: 30 broadcasts, out of which 1/4 in prime-time
- b. Specialised TV channels: 50 broadcasts, out of which 1/4 in prime-time
- c. Minimum 2 TV channels
- c. Internet

1,000,000 clicks requested on business and media sites. The audience data will be presented for the sites presented.

• **Participation to events as partner**

- a. Identification of the most suitable events for the popularization of the new brand
- b. Assistance for obtaining the best conditions for brand promotion

Materials necessary: proposals for participation, logistical support for presentations

Services: strategy, client service.

Only those events with a tradition over at least two years will be presented, and where partner, sponsor or co-organizer packages are already known.

During the implementation of the internal communication campaign and external communication campaign there will be quantitative and qualitative **market research**, in order to monitor and identify continuously the reactions of the target audience segments.

4.5. Conclusions

After the company Electrica Soluziona SA has been taken over by INDRA Sistemas, a rebranding campaign is mandatory. The rebranding campaign for Electrica Soluziona SA implies redefinition at the level of visual identity elements: name, logo, slogan, and also includes a repositioning process.

The roots of the repositioning process of Electrica Soluziona SA reside in the business strategy, its organizational structure, its history and functions, and it is propagated at the brand platform level (mission, vision, values, personality), with an impact in the visible part of the iceberg.

The rebranding campaign implies two components: an internal and an external one. First of all, the brand builds up internally. If the internal background is a positive one, namely if a strong organizational culture is established, the employees and their families can become important factors of modelling the external image of the company.

The communication campaign will aim, first of all on communicating the visual identity elements. On a secondary level, the campaign includes communication of the new mission and market position. The rebranding strategy of Electrica Soluziona SA includes several activities, each adapted to the target type for which it was created. These activities are as follows:

- ✓ **set-up of the new brand** –which implies: defining the mission, vision and values of the brand; elaborating and testing creative proposals; choosing and adapting the creative solution; drawing up the manual of identity
- ✓ **implementation of the new brand inside the company** –involving: making the internal communication materials; internal launching event; elaborating and producing the materials for brand support; indoor rebranding
- ✓ **launching the new brand outside the company** – which implies: elaboration of the materials for external communication; external launching event; direct mailing campaign; media campaigns; participation to events.

During these activities, regular quality and quantity market research activities will take place, in order to be able to quantify the activities.

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