THE IMPACT OF GUINNESS’S REBRANDING ON CONSUMER’S PERCEPTION OF THE BRAND
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Lucie Mauranx
Abstract:

The purpose of this research project was to identify the impact of Guinness’s rebranding on consumer’s perception of brand image.

We decided to focus on this subject because it concerned one of the most famous brands of the world but also because it seemed to be interesting to understand if Guinness’s reputation and image were enough strong to not have been affected by a strategic changes as rebranding. Therefore our research question was: How Guinness rebranding has led to establish/reinforce its reputation?

To achieve our research question, we decided to establish a quantitative method based on questionnaires. Furthermore, we chose to administrate these questionnaires on Internet and face-to-face in streets and stores.

These surveys enabled us to answer to our research question and also to achieve our objectives. Indeed, thanks to the data analysis, we learned that Guinness’s rebranding was not known to all consumers but when after we explained Guinness’s rebranding to respondents, they considered that Guinness was too much famous to be affected by this event. Conversely, this rebranding allowed Guinness to spread a new fresh image through its advertising campaigns and to become more and more famous internationally.
Chapter 1: Introduction
1.1) GUINNESS’S STORY

Now a day, Guinness is considered as the most famous beer in the world. Over 10 million glasses of Guinness beer are enjoyed every single day around the world, and 1.8 Billion pints are sold every year.

Guinness was created in 1759 by Arthur Guinness, the Guinness has become the symbol of the Irish spirit. Even Ireland has hundred of breweries and microbreweries, Guinness arrived to outclass all the other beer. This dark beer, coated with creamy white foam has become the most popular of the world.

Besides, in people’s mind, Guinness represents Ireland’s symbol all around the world. Also since its creation, Guinness has built its own identity and culture based on 3 mainstays:

• STRONG SYMBOLS

Guinness symbolizes the strength, patience and joviality. Those three values constitute Guinness identity and personality. Moreover, they reflect unusual aesthetic and taste of the beer. According to consumer, we do not just drink Guinness, we live Guinness.

Besides, Guinness is also symbolizing by the Celtic Harp\(^1\) which is part of the logo since 1876. That is the symbol of Celtic music which is very famous in Ireland.

The Toucan\(^1\), is also another symbol of Guinness which made its appearance in 1940. We could find it in all posters and we could read on it: “Toucan in their nests agree. Guinness is good for you. Try some today and see what one or toucan do”. This pun between « the toucan » and « two cans » was very successful.

• AN EFFECTIVE MARKETING AND ADVERTISING POLICY

After 250 of success, Guinness is a real marketing and communication master which is present internationally. Advertising and Marketing policies are example that all others brands have to follow.

\(^1\) Symbols’ reasons available on http://www.fastcompany.com/magazine/58/marketing.html
Indeed, since its creation, Guinness has developed lots of attractive advertising campaigns\(^2\). Indeed Guinness was known through its successful and subtle advertising campaigns.

**Guinness World Records** represents also a huge marketing phenomenon. Created in 1951, it was big successes around the world with more than 100 millions of copies sold in 100 different countries, translated in 37 languages and up-dated every year.

**Arthur Guinness Day** is also a big event in the entire world. The principle is that every 29\(^\text{th}\) September of every year at 17:59 pm all Guinness’ drinkers were gathered in pubs for toast to the memory of Arthur Guinness. The time is very important because is the year of Arthur Guinness birth. This marketing event it is on of the most famous that Guinness done.

Therefore, Guinness had the good idea to become the official sponsor of lots of sport teams and events. Indeed, Guinness is the sponsor of Gaelic football championship, English championship of rugby and obviously the principal sponsor of the Irish rugby team\(^3\). It was really logical for Guinness to develop sponsorship policy in sport area because it is closely related to Guinness’ symbols: **Strength, Patience and Joviality**

### 1.2) Study approach

Concerning our study approach we decided to focus on a specific change in Guinness’s life which is its rebranding. Indeed, Guinness decided to merge with Gran Metropolitain in 2001 in order to form a new Corporation Diageo. This event interested lots of researchers which made cases studies about the impact of this rebranding on brand evolution and corporate image, as Muzzelec and Lambkin (2007) researches.

Conversely, we wanted to understand and measure consequences on brand image according to consumer’s point of view and our research question was the following: **How Guinness rebranding has led to establish/reinforce its reputation?**

\(^2\) See Appendice 1 : Guinness’s advertising, page

\(^3\) See Appendice 2 : Guinness, official sponsort of Irish rugby team, page
To answer to our research question, we will make some researches about the subject in order to know what previous researchers done on the subject. These information constitute our second chapter which is the literature review.

Besides, in the third chapter which is the Methodology and Objectives we will enunciate our research objectives and the method which will enable us to answer to the question (Research Design, Research Method, Research Approach).

The fourth chapter concerns the interpretation of data which is the most important chapter because it will give us the answer to the research question.

Therefore, we finish with the last chapter which is the conclusion of the overall project and the data findings.
Chapter 2: Literature Review
INTRODUCTION

Guinness is considered the most famous beer’s brand around the world. Thanks to its strong brand image, Guinness has developed its notoriety. However, since its merge with Grand Metropolitain, Guinness was rebranded. The name was abandoned and all its reputation, in favour of a new name, Diageo. This literature review, will examine steps of this rebranding in order to further study its impact on consumer’s perceptions of the product and the organisation. In the first part, the focus is on the branding concept, to understand how to build brand architecture? This will be followed by the rebranding phenomenon which is more and more used by companies. In the second part, the link between rebranding phenomenon highlighted, and in the third part, the success of Guinness rebranding will be analysed.

2.1) The Branding concept

By definition brand is “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” Kotler, (1992). Before technology’s development, companies confined the brand to consumers’ services and goods. Now, any organisation is able to create new product brand, service brand or also corporate brand, As a consequence, we are every day invaded by new brands and we live now in a world where brands are omnipresent. But what we have to know is that the “name” of the brand appears as core sign of the brand; “it constitutes the basic for the corporate communications programme and for consumers’ awareness and images” (Aaker, 1991). According to Keller, (1998), consumer’s perspective of brand’s name is directly associated to psychological attributes which enable us to create meaning.

Furthermore, from an organisation’s perspective, “brand is one of the most important assets of a company” (Clifton, 2009), and it constitutes the key of success. Clifton, (2009) research concluded that companies see brands as a competitive advantage and their first preoccupation is to focus resources and financial accountable companies to increase effectiveness, efficiency and competitive advantage on the market.
Blackett, (2009) agrees with Clifton (2009) point of view and adds that beyond to be a competitive advantage for companies; brands are also a source of income. Indeed, even the brand is considering as an “intangible” asset, it can generate “tangible” elements like profit, Clifton (2009). So, as we have said, brand is “the strategic aim for many companies” (Smith, 2009) and more importantly “the central organising principle of an organisation” (Smith, 2009). In fact, to make good brands, organisations have to mobilize all their resources ie they have “to align its people, processes and products with the proposition in order to deliver the promise it makes to customers every day through the brand” (Smith, 2009).

2.2) The Rebranding phenomenon

Nowadays, rebranding appears as the quickest and easiest way to transform the image of a product or an organisation. By definition, rebranding is more than a change of name; it refers to the process to giving a new image of a product or of an organisation. Also, “rebranding” suggest that the brand existed before the change of name and that the brand undergoes transformations for the second time. However as Thurtle (2002) demonstrate in his research that when companies decide to change their name or change their image, they have to keep in mind that “it requires much research and funding as well as a lot of hard work” Thurtle (2002). In other words, companies have to be cautious with rebranding technique and they don’t have to use it for the only sake of change because it could have disastrous consequences on their image, and on their sales.

2.2.1) Reasons for rebranding

To avoid mistakes, and to decide at the right time and for the right reasons, some authors have done researches about rebranding phenomenon.

First of all, according to Muzellec and Lambkin, (2007) point of view, a rebrand is operating only when the company undergoes some changes. More especially, “the main drivers for rebranding are decisions, events or processes causing a change in company's structure, strategy or performance of sufficient magnitude to suggest the need for a fundamental redefinition of its identity”. Also, in their researches, Muzellec and Lambkin, (2007) have noticed three driving forces of corporate name. The most important are mergers
and acquisitions with 33%. The second are spin-off (20%) followed by image related problems (17%).

Another author, Johnson (2002) has done some research on this subject and found other reasons that companies resort to rebrand.

The first reason is when company are “breaking with their past” Johnson (2002). In this case, the organisation has to plan a major strategic shift, which means that it has to rename its brand to make the transition between the past and the future and to be more transparent with their customers, clients and in general with all the market.

The second reason is when company “have merged or have purchased another organisation” Johnson (2002) Most of the time, “a merger signals the beginning of a new name era and you want this synergy to be reflected in a new name” Johnson (2002)

The third reason is when your company is perceived as “out of date” Johnson (2002). For instance his it can manifest “a customer defection, a saturated market (where your brand has become too generic) or a change in culture. In each case, a name change will help company to create a fresh new image” Johnson (2002).

Then, the fourth reason is when “company’s name has become associated with a negative event or a tragedy”. As Johnson (2002) said in their researches this reason is the worst and most difficult form of rebranding. Indeed, if company decide to change your name to faster, the public will see your transition negatively ie as a “cynical marketing ploy”. In contrast to this situation, if company does anything to improve its image, or do it too late, the damage may be irreparable.
2.2.2) KEYS TO ACHIEVE SUCCESSFUL REBRANDING

Once companies have chosen the right reason to rebrand, they have to ask themselves good questions about rebranding. As Johnson (2002) and Thurtle (2002) explain in their researches, companies need to be drive in order to avoid pitfall and achieve their rebranding.

To achieve successful rebranding, companies have to collect employees’ point of view about the brand. Indeed, employees are a primordial target to interview because they are the first public of the company. They spread to the public company’s reputation, so employee’s opinion is central in company’ decisions.

Another important aspect is company “do not feel obliged to use external consultants because money will not always guarantee success” Johnson (2002) and Thurtle (2002). This means the best people to design new brand are those who are closest to the company or product.

Companies have to keep in mind that “changing your name is just the beginning” Johnson (2002) and Thurtle (2002) Rebranding is a long process which leads to new communication strategy including new culture and new mindset of the organisation.

2.2.3) REBRANDING IMPACT

Rebranding is an important change for the company, and it must ensure that it not does create congruence for the public. Muzellec and Lambkin, (2007) research concluded that when two companies with famous brands merged to create a big corporation, they have to establish rebranding. However, sometimes rebranding can loose consumers as they are not able to do the difference between corporate and product brand anymore.

Also, we have to know that “a name is less essential to the constitution of associations in a corporate identity context than in a brand context”. Muzellec and Lambkin, (2007). In other words, the creation of a new name doesn’t have to impact on brand image and reputation. However, for some companies, the creation of a new name associated with a new visual identity can contribute to create a new association as was done Diageo with Guinness.
Another rebranding impact is when a company uses the same name for the organisation and for the product. In this case, a change of corporate name will affects directly the perception of the corporation but doesn’t affect product brand image. Muzellec and Lambkin, (2007), research concluded that corporate image is driven by product image and there is lot of chances that corporate reputation will be affected before product brand image.

2.3) Guinness rebranding success

Many researchers have worked on Guinness Rebranding because is considered as “iconic example and highly publicised” (Britt, 2003). The story of Guinness rebranding started with the merge with grand Metropolitain in 1997 to form Diageo plc. At this moment, Guinness was already at its peak. After that, and because of change in the financial structure of the group, they decided to rebrand Guinness brand. Then the new name of the giant corporation was chosen: **Diageo plc.** “The explanation behind Diageo’s word is that the corporation is made of collection of brands, which offer consumers unique ways to make their days and nights special”, Muzellec and Lambkin, (2007).

In October 1st of 2002, Guinness Corporation became Diageo Ireland. The name was subsequently deployed on all internal and external levels. According to Muzellec and Lambkin (2007) for Diageo plc; the rebranding has shown a move towards “house of brands” architecture. Indeed, this new corporation keeps a variety of brands such as wine, beer, spirit and fast food all over the world. Thanks to this rebranding, Diageo created new corporate image architecture of house of brands “where corporate associations are downplayed by maintaining individual names for each product line distinct from the corporate name” (Aaker and Joachimsthaler, 2000). Also, with this rebranding, Diageo wanted to “rejuvenate its image, being perceived as younger, more up-to-date, innovative and imaginative”. (Muzellec and Lambkin, 2007).

In this way, product brand image and corporate brand personality has less chances to be modified, and it was the case for Guinness rebranding.
Also, Muzellec and Lambkin (2007), did research about the impact of Guinness rebranding on product and corporate image. Their findings shown consumers’ images of the product brand were not changed by the rebranding. Indeed, “Guinness Stout remains unchanged regardless of the name of the company that endorses it” (Muzellec and Lambkin, 2007). It’s because of Guinness well-know brand that consumer keep the name brand in mind and are able to differentiate with Diageo’s brand products.

However, Muzellec and Lambkin (2007) research findings perceived that since the rebranding, the profile of Diageo’s image has changed significantly from the image of both Guinness UDV and Guinness Group. Indeed, in people’s mind, Guinness brand referred to Ireland. Now, this vision of the brand has completely changed because Diageo, which is a “house of brand” refer to a big corporation, so more international than Guinness’s brand name. Also, Diageo appear “more open a more socially responsible while Guinness Corporation perceived as significantly more agreeable” (Muzellec and Lambkin, 2007). This means that consumers had a friendly image of Guinness Corporation and they felt closer to the corporate brand more than ever.

Also this change in consumer’s perception of the brand is due to the strong image of the old brand Guinness Corporation. Indeed, as Muzellec and Lambkin, (2007) suggest the old corporate name image (Guinness Corporation) was mainly derived from brand’s product image (Guinness) that bears the same name. That’s why “following a change of name of the corporation, the relationship between the images of the products and the corporation become less significant” (Muzellec and Lambkin, 2007). For this reason, consumers’ perception of corporate image has changed because they have difficulties to forget Guinness’s brand corporation for Diageo.
Chapter 3: METHODOLOGY & OBJECTIVES
3.1) RESEARCH PROBLEM

“To explain the impact of Guinness’s rebranding on the brand image it is necessary to understand if consumer’s perception of the brand has been evaluated positively or negatively since this event.”

This project is focused on the impact of Guinness’ rebranding on brand reputation.

3.2) RESEARCH QUESTION

Our research seeks to measure how Guinness rebranding has led to establish/reinforce its reputation? At first, Guinness was just designed to be a traditional Irish beer like others. But this wasn’t the case. Guinness has become one of the most notorious beers of the world. It is reputation is much bigger than Heineken or Carlsberg, Guinness has been known for its taste and for the creativity of its advertisements. In 2001, Guinness UDV merged with Grand Metropolitain and created a new corporation named Diageo. As seen in the literature review, through Muzellec and Lambkin, (2007) findings research, this rebranding didn’t have any impact on Guinness brand. Therefore, it will be interesting to understand why this company's name changes, Guinness brand has kept its well-known internationally.

3.3) RESEARCH OBJECTIVES

It is important to define several objectives:

1. To describe Guinness success story to highlight keys of success.
2. To determine reasons that prompted Guinness’ rebranding.
3. To measure the positive impact of Guinness’s rebranding on the brand image and brand well-known.
4. To identify the marketing and advertising strategy of Guinness.
3.4) Research Methodology

To achieve these objectives, secondary data and primary data were collected.

3.4.1) Secondary data collection

On the one hand, **Secondary data** involves the collection of data that has already been collected by other researchers. As we studied on Guinness, which is a very famous brand we decided to use previous works in order to improve our knowledge about the subject.

To collect this kind of information we used essentially external sources which are not provided from the company (Guinness). We based our secondary research on Muzzelec and Lambkin, (2007) case study\(^4\) about the rebranding of Guinness. These findings enabled us to understand the context of Guinness rebranding and its consequences. Then, we used Guinness Website\(^5\) in order to have more information about the company’s history, advertising, and different meetings and events of the brand.

Secondary data collection was important to make sure that information that we used were **up-dated** and to **reach several of research objectives**:

Firstly, it permitted to answer the first objective which is: *To describe Guinness success story to highlight keys of success.*

To achieve this data through Guinness website was collected in order to define in detail the Guinness’s story (Who is Guinness? What is it doing? How did it build a business empire? How are its keys of success?) Moreover, it helped us to introduce the topic of the research project and define the decisive events for the following parts.

Also, it permitted to reach our second objective which is: *To determine the reasons that prompted Guinness’ rebranding.*

Moreover, for this goal we will use Muzzelec and Lambkin, (2007) case study which is enunciate in our literature review. Indeed, through this case study, we analyzed the reasons why Guinness has decided to rebrand. Also, this case study highlighted the impact of

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\(^4\) See Chapter 1: Literature Review

\(^5\) Information about Guinness’s story available on: [http://www.guinness.com](http://www.guinness.com)
rebranding on corporate and products image, that’s why it constitutes a real source of information for our research project.

It also permitted to achieve the following objective which is: To identify the marketing and advertising strategy of Guinness.

Therefore, to achieve it, we analyzed through secondary data collection, the advertising strategy of the brand to identify the symbols that Guinness carried through its advertising campaigns. First of all, we used lot of documents, newspapers, pictures, posters, videos. For instance, we used lot of information provided by the Guinness Store House in Dublin. Indeed, this museum shows the evolution of Guinness advertising strategy. Moreover, we utilized lot of books retracing Guinness advertising story: Paul Hartley Hamlyn (2009), Guinness: An official celebration of remarkable years, Jonathan Guinness (1997) Requiem for a family Guinness… Secondary data permitted to define the symbols that the brand carries through its advertisement to differentiate itself from the other brands and which enable Guinness to stay one of the most famous brands in the world. This last goal is essential because it completed the previous one and will help us to understand the reasons why Guinness reputation is so strong in customer’s mind.

3.4.2) Primary data collection

On the other hand, Primary data involves the collection of data which does not already exist. In other words, it refers to information directly collected from consumers or people’ point of view. In the case, this collection of primary data was designed in order to answer the research question: How Guinness rebranding has led to establish/reinforce its reputation?

The aim of using primary data is to achieve an important objective which is: To measure the positive impact of Guinness’s rebranding in the brand image and brand well-known.

Primary research was essential in order to collect the point of view of people who were able to respond and knew what they thought about the subject. Indeed, this objective could not have been achieved without collected information from our target audience because they are the only ones who could help us to answer the research question.
To collect primary data, we decided to use a **Quantitative Method** to carry out field research. As it is enunciated in the objectives, we have to “measure” which means that we want to “evaluate statistically” the impact of a phenomenon. Indeed, “*Quantitative research details the percentage or proportion of a characteristic present. It relies heavily on maths, statistics and probability theory*” (Domegan & Fleming, 2003). For this research, we wanted to know the amount of people who thought that Guinness’s rebranding has an impact on its reputation, and how many people did not think that or has no opinion on the question.

### 3.4.2.1) Surveys Methods

Concerning the field research method, we decided to proceed with a **personal interview survey and an online survey**. This method has lot of advantages. First of all, it was the more cost effective and requires less equipment than others methods. Also, generally speaking, people are not anxious to complete questionnaires because they already had experience with it. Then, it was really easy to analyze questionnaires because it requires just a software package.

First of all, we started with the **online survey**. We realized a formalized questionnaire that we sent to a database which was previously established and constitute our target audience. Indeed, thanks to the online survey, we wanted to touch a specific target which was **Students**. Indeed, they were an interesting target in the sense that they were young (20 to 28 years old) and they have a new vision on brand evolution. Also they represented an important part of the beer’s consumers market that’s why it was interesting to have their point of view on the question.

Therefore, to reach this target, we used the database of the Fan page Facebook of Dublin Business School\(^6\). This third level college receives more than 9000 students every year who come from all parts of the world\(^7\). Also, students spent a large part on their time in internet and more especially on Facebook. In this way, it will be easy to catch their attention and to run the survey.

\(^6\) DBS BA(Hons) Marketing Facebook Fan Page available on http://www.facebook.com/home.php?sk=group_174535455922956

\(^7\) Information about Dublin Business School available on: http://www.dbs.ie/Default.htm
Then, we followed with the personal interview survey which enabled us to complete the online survey. It consisted of face to face interviews with three specific targets which were Irish citizens and Foreigners’ visitors, Foreigners’ people who lived in Dublin and Tourists.

First of all, we chose to interview Irish people because they were directly concerned with the brand. Indeed, Guinness has always been considered as “the emblematic brand” of Ireland and every Irish citizen was proud of Guinness. Therefore, it justified the fact that we thought interesting to interview Irish people to know if their perception about Guinness brand has changed after the rebranding.

We proposed to interview our target in a strategic place of the city where we could easily find Irish citizens was the street and more especially “Grafton Street”. This street is based in the heart of the city centre of Dublin, represented the main shopping street which concentrate of lot of stores, shops, fast food and the Saint Stephen Green shopping centre. Therefore, this street represented the best opportunity for us to run the survey and collected as many questionnaires as possible.

Our second target was Foreigner people who lived in Dublin. Indeed, Dublin is a place which attracts lots of people. They come to Dublin either to study or to work. Moreover, we thought that it was a good way to have opinions from people who lived in Dublin for a certain period of time but who were not native from Ireland. It was interesting to collect opinions from these persons because we thought that it could be a good opportunity to have different points of view from people who didn’t come from Ireland but who were immersed in Irish culture which included Guinness during a certain time.

For this target, we preceded the data collection in a specific place which was: Library of Ilac mall. This library is located in Georges Street which is the second most popular shopping street in Dublin city centre. This library organized every-day meeting for foreign people who wanted to meet other people and made friends. We thought that it was the perfect place to achieve this target because lot of people went to these meeting to meet people, and most of the time; it was foreign students or young workers.
Therefore, our last target was **Tourists** who visited the city to discover all emblems of Ireland including Guinness. This target appeared really interesting to interview because it concern people more mature (30 to 60 years old) and which had an external vision of the brand because they could find Guinness also in their countries.

We chose the most famous attraction of the city **Guinness Store House**, to run the survey. Indeed, it receives more than 4 millions visitors every year and which deals with the core idea of our topic\(^8\) (Guinness brand).

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\(^8\) Information about Guinness-Store-House available on: [http://www.guinness-storehouse.com](http://www.guinness-storehouse.com)
3.4.2.2) Summary table of online survey and personal interview survey

<table>
<thead>
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<th>WEB SURVEY</th>
<th>PERSONAL INTERVIEW SURVEY</th>
</tr>
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<tbody>
<tr>
<td>AGE-GROUP</td>
<td>20 to 30</td>
<td>25 to 60</td>
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<tr>
<td>SEXE</td>
<td>• 50% Women</td>
<td>• 40% Women</td>
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<td></td>
<td>• 50% Men</td>
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<td></td>
<td></td>
<td>• FOREIGNERS PEOPLE WHO LIVE IN DUBLIN</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• TOURISTS</td>
</tr>
<tr>
<td>PLACE</td>
<td>• FAN PAGE FACEBOOK OF DUBLIN BUSINESS SCHOOL</td>
<td>• STREET</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• LIBRARY OF ILAC MALL</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• GUINNESS STORE HOUSE</td>
</tr>
<tr>
<td>NUMBERS OF RESPONDENTS</td>
<td>100</td>
<td>150</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

3.4.2.3) Questionnaires formulation

- **Number of questions**

We decided to develop a questionnaire of 15 questions. Our most important survey is the personal interview but one of the more difficult ones to run. Our aim is to question people in the streets and in stores. Usually, people don’t have to co-operate, but when they did the interview had to be as fast as possible. Therefore, we were obliged to make more close ended and simple questions which did not required lots of time to answer.

- **Types of questions**

For the realization of our formal questionnaire, we decided do use a synoptic scheme which means that the enumeration of each question followed a certain logical order.
Indeed, we started our questionnaires with **introductive questions**. The aim was to interest interviewees by our topic: Guinness. For instance we started with: “Which kind of beer do you like?”

We followed with **qualifying questions** which means that we started to introduce the research topic. Also, these questions are “filter” questions and enabled us to know if the interviewee had knowledge about the topic or not. For instance if a question: “Do you know Guinness brand?” or “Have you already heard Guinness before?” the respondent answered “NO”, it was not necessary to follow the interview.

After that, we followed by **thematic questions** which tackled more precisely questions about the survey topic and which required more and more reflection and memory effort from interviewee. We didn’t included open questions, we gave multiple choice questions.

For instance, one question was:

- “How do you know Guinness brand?

Possible answers were:

- « Through the medias »
- “From the pub”
- “From visiting Ireland”

Then, we followed by specific questions which referred to core questionnaire; these answers are the most important for the survey and required lots of efforts from interviewee. Specific questions emphasis interviewee motivations, opinions, judgement… Those questions were based on **attitudes scales**.

For instance, we used Likert scale, which means that at the question:

- “Do you think that Guinness is very famous?” or “Do you think that Guinness’ rebranding was beneficial for the brand image?”

Answers could be:

- +2 :“Strongly Agree”
- +1 “Agree”
- 0 “Not agree”
- -0 “Totally not agree”
Therefore, to conclude the questionnaire finished with questions of identification. For instance we asked: Age, Gender, Nationality and Occupation of the interviewee.

3.4.3) Deductive Approach:

We decided to choose a Deductive Approach which consisted of “testing a theory” (Saunders, Lewis, Thornhill, 2009). In other words the aim of deductive approach was to deduce a hypothesis or questions on a research topic in order to confirm theory or suggest modifications. Usually, researchers used deductive approach when they have chosen “a topic on which there was a wealth of literature from which you could defined a theoretical framework and a hypothesis” (Saunders, Lewis, Thornhill, 2009).

Hill Climbing, 2008 tried to schematize Deductive Approach who calls it “Top down approach”:

```plaintext
THEORY ➔ HYPOTHESIS / QUESTIONS ➔ OBSERVATION ➔ CONFIRMATION
```

According to this author, deductive approach worked from the more general to the more specific. In other words, you started with the theory and you deduced hypothesis, questions which could confirm or not theory. Moreover, according to Saunders, Lewis, Thornhill, 2009; the principal advantage of this research method was that it could be quickly completed and it was easy to predict the time schedule. Indeed, this research method is principally based on the data collection, because it is the only way to valid or invalid the hypothesis previously enunciated. Also, deductive conclusions followed directly from premises, ie it was constituted “available facts” (Hill Climbing, 2008).

Regarding our subject, we based our research on Muzzelec and Lambkin, (2007) case study findings about Guinness’ rebranding. They found that Guinness’s rebranding hadn’t any impact on corporate and product’s image. Then, from this theory, we wanted to measure
from consumer’s view if this rebranding had reinforced or not Guinness’s well-known. To prove it, we had realized our quantitative survey and expressed our observations about results. Therefore, from these results, we confirmed or not the theory about Guinness’s rebranding.
4.1) The sequence of data collection

The Data Collection is the most important part of our research project. The aim is to highlight results of our Quantitative survey. As we developed in our previous part (Methodology and Objectives), we decided to realize two forms of Quantitative Surveys: Online and Personal Interview

First of all, we decided to start with the online survey because the collection of data is longer than the personal interview survey. The online survey has been realized with the intention to catch the attention of Students’ target. So we launched on DBS Facebook fan page on Wednesday, may 18th, 2011.

To collect 100 questionnaires that we wanted, we waited only two weeks and half. Even usually online survey ask lot of time to collect all data, it was easy for us to collect our 100 questionnaires. Indeed, students spend globally more than 4 hours in Internet per day, and Facebook is one of websites the most visited by 18-25 years old. Then it was easy for us to catch their attention and to collect less than 3 week all questionnaires.

We followed our quantitative survey by the Personal Interview survey with the intention to catch the attention of 3 targets which are: Irish population, Foreigners who lived in Dublin for a certain period of time and Tourists. Regarding to this survey, we realized a timetable to be well organized and to gain time:

<table>
<thead>
<tr>
<th>PLACE</th>
<th>DATES, TIMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shopping Street:</strong></td>
<td>On Saturday, May 21th, 2011</td>
</tr>
<tr>
<td>Grafton Street, Dublin 2, IRELAND</td>
<td>1 pm to 5 pm</td>
</tr>
<tr>
<td><strong>Ilac Shopping Centre:</strong></td>
<td>On Saturday, May 28th, 2011</td>
</tr>
<tr>
<td>1 Henry Street, Dublin 1, IRELAND</td>
<td>1 pm to 5 pm</td>
</tr>
<tr>
<td><strong>Guinness Storehouse:</strong></td>
<td>On Friday, May 20th, 2011</td>
</tr>
<tr>
<td>Guinness Brewery</td>
<td>109 James’s Street, Dublin 8, IRELAND</td>
</tr>
</tbody>
</table>
Globally we were satisfied by the personal interview surveys. Indeed, interviewees were very open and glad to answer to this questionnaire and we collect 150 questionnaires. After the questionnaire, lots of interviewees asked us questions about the subject, the research… It was really rewarding for our research project. Therefore, we achieved to collect 150 in the time we were allowed that is 3 days.

At the end of both surveys realization, we achieved our objective to collect 250 questionnaires for our quantitative survey.

4.2) Data collection results

To analyze correctly data collection results from questionnaires, we divided it in four topics that we will detail one by one.

4.2.1) FIRST TOPIC: Guinness’s notoriety

First of all, trough the first two questions we seek to evaluate Guinness’s well-known.

The first question related to spontaneous notoriety which was: “Can you name a brand of beer?”. Trough this question, we wanted to know which brand of beers come first in people’s minds and the answer was the following:

![Can you name a brand of beer?](image)

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9 See Appendice 4 : Summary table of questionnaires responses, page 46 to 50
As we can see, Guinness was announced first by 75 respondents which represented 30% of the sample. 60 respondents said Heineken (24%) and 54 said Carlsberg (21.6%). Through this graph we can see that Guinness was for 30% of interviewees, the first brand of beer which come in their mind when we ask the question. So Guinness’s spontaneous notoriety is really higher compared to others famous beer brands.

However, we can observe that on 250 interviewees, 61 respondents didn’t answer to the first question because either they didn’t like beers or they haven’t any idea about the answer. Then, the percentage of non-response for this question was 24.4%, which means that we followed questionnaire with 75.6% of the sample.

The second question related to assisted notoriety which was: “From following list, which one do you prefer?”

Concerning assisted notoriety we observe that the tendency didn’t change. Indeed, on 75.6% of the sample, 35.5% of interviewees chose Guinness, 26.4% chose Heineken, 21.6% chose Carlsberg, and 10% chose Budweiser.

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10 See Appendix 4: Summary tables of questionnaires responses, first table, page 46
24.8% chose Carlsberg and only 16% chose Budweiser. Globally, people preferred Guinness than others beer maybe because of its taste or because of its typicality and its history.

To conclude, we can say that the assisted notoriety of Guinness confirm its spontaneous notoriety, which mean that Guinness was considered as the most famous beer comparing at others and that its well-known was stronger than Heineken and Carlsberg.

4.2.2) SECOND TOPIC: GUINNESS’ SYMBOLS AND PRESENCE IN ADVERTISING LANDSCAPE.

On the one hand, in this part, we wanted to analyze Guinness’s symbols in order to know how people see the brand and how they associated the brand. Through the results, we found to main symbols that people associated with Guinness:

Firstly, we observed that for 36% of respondents, Guinness symbolized “Ireland”. Indeed, as Guinness was born in Ireland that is why people did automatically the association with Ireland. Also, Guinness has a big history, that is was maybe people think first to associate Guinness with Ireland culture, traditions.

The second symbol the most named was: “One of the most famous beers”. 29% of respondents considered that Guinness symbolized one of the most famous beers, which proved that Guinness was strongly established into international market and that people recognized its reputation internationally.

To conclude, we can say that even the brand carry out lots of symbols (Toucan, Celtic Harp…) two symbols stood out which were: “Ireland” and “One of the most famous beers”. Those two more important symbols showed that since its creation, Guinness has built itself around values which came from its native country. Indeed, even if Guinness was becoming a large business it has been still associated by its roots which are Ireland. Moreover, thanks to its international success, Guinness is becoming one of appreciate and famous beer around the world.
On the other hand, we wanted to show in this part, the huge presence of Guinness in advertising landscape.

First of all and as we can see through this graph, Guinness is largely present in advertising landscape. Indeed, when we asked to interviewees how they heard about Guinness brand or events related to the brand, 20% of respondents on average answered in Press and Magazines. Also we observed that 12% of respondents have known Guinness through Guinness’s TV spots. Related to this point, we also asked to respondents if they remembered some slogans or spot titles of Guinness. Lots of respondents (31.7%) named the slogan of one of the most famous campaign of Guinness: “Alive Inside”. Also they named the famous slogan “Lovely day for a Guinness” and the “Tipping Point” TV spot. Therefore, the presence of Guinness in mass Medias has left its mark on people’s mind. Almost everyone knows Guinness’s slogan, Guinness’s TV spot, Guinness’s images.

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11 See Appendix 4: Summary tables of questionnaires responses, second table, page 47
However, further the influence of Medias we saw that 24.50% of respondents knew Guinness by the entourage or by word of mouth. Actually, even Guinness has developed a huge presence in advertising campaigns and catch the attention of consumers; we observed that the entourage is the best way to talk about your brand.

4.2.3) Third topic: Guinness’s rebranding perception

This part is the most important of our research project. Indeed, results from this third topic of questionnaire is the core of the subject, it tackles consumer’s perception of Guinness rebranding.

First of all, we wanted to know if respondents were familiar with the creation of Diageo Corporation and we observed that on 189 respondents only 42.85% didn’t know it. It wasn’t a big surprise for us because Diageo is the first alcohol distributor is the world.

Concerning Guinness’s rebranding, only 27.5% knew it. Globally consumers’ weren’t aware about this event. Then, they were surprise about the question, and we were obliged sometimes to detail Guinness’s rebranding story. Concerning the 27.5% of respondents who knew about Guinness’s rebranding were most of times either Irish or in the business. Indeed Irish population has awaked of Guinness’ events because it is one of the most important industries in Ireland and contributes largely to the Irish economy. That is why Irish citizens were globally awaked about this topic. Therefore, people in the business have to be constantly informed huge companies activity as Guinness. That is why also here people knew about Guinness’s rebranding.

From these findings, we went further in the subject and asked questions about people’s vision of the brand after this rebranding. However, as a large part of respondents didn’t know this event it was easy for them to answer to these questions.

Concerning question 11: “Do you think the symbols that embody the brand have changed after this rebranding?” and question 12: “Do you think that it has weakened Guinness reputation? And why?”, 83.5% of respondents answered “No”. From this part of respondents, a large part indicated that this rebranding couldn’t affect their image of the brand because they didn’t know about it. Others indicated that “Guinness’s reputation has
been founded a long time ago and it will be very difficult to weaken it.”. The rest highlighted the fact that “Guinness’s rebranding was maybe a good may to reinforce Guinness’s reputation all around the world and not to weaken it”

Only 16.4% asked “Yes” and some of them explained that the fact that Guinness became a new corporation has “killed Guinness’s personality”. Other said that “Guinness is becoming as any other big brands and lost its uniqueness and typicality from Ireland”.

Therefore, concerning the last question of this topic: “Do you have a different looking on the brand now? And why?”, 85.71% of respondents answered “No”. Interviewees explained through their answer that Guinness’s image hasn’t change and at the contrary it is reinforce thanks to huge advertising campaigns. Several respondents tell that since few years, they have seen more and more advertising campaigns of Guinness and they thought that Guinness’s image is more present than before. We can explain this argument by the fact that since Guinness has merged with Gran Metropolitain to form Diageo, the corporation has better financial resources than before and can invest more money to develop its notoriety and reinforce its notoriety.

However, only 14.3% of respondents have a different looking on the brand after its rebranding. Actually, for this little part of respondents the problem is that they considered Guinness as an Irish’s symbol, something which belong to its native country. Now they didn’t see Guinness in the same way and considered it as any other international brand of beers. For us, Guinness do not longer represent neither an Irish Corporation nor an Irish brand, it is just a international brand which come from Ireland.

To conclude, we can say that Guinness’s rebranding didn’t have impact on people’s perception of the brand. Lots of them didn’t know about Guinness’s rebranding that’s why it couldn’t affect their perception. However, even after they knew about this rebranding, they kept in mind the fact that Guinness’s reputation is too strong to be weaken. At the contrary, according to them, Guinness’s brand image has evaluated and becoming more and more
famous. This merger has enabled it to growth and to develop its presence in all mass Medias in order that everybody in the world knows Guinness.

4.2.4) FOURTH TOPIC: INTERVIEWEES IDENTIFICATION

Repartition of respondents profile in comparison to number of responses

Concerning respondents’ profile, we observed that 162 men have participated to our surveys and answer to this questionnaire. Only 98 women answered to the questionnaire. This fact is explained by the fact that men usually drink more beer than women and a large part of women in the world have knowledge about this topic.

Moreover, 85 respondents over 189 were Irish and 84 were workers. Indeed, lots of interviewees were Irish and worker, so a large part of our questions were answered by Irish’s workers. Also, a large part of Brazilians and Italians were workers too and were between 26 and 45 years old.
Concerning students, it represented 88 of our respondents which represent half of our sample. Those students were most of the time French, Swedish and Brazilians and were between 18 and 25 years old.

Therefore, 63 respondents were tourists and globally came from France, Spain and Sweden.

**4.2) Conclusions of data collection**

First of all, the data collection results from the quantitative survey were a real success because we proximally achieved our objectives. Firstly, concerning our first target which was **Students**, we interviewed 88 instead of 100 at first. Secondly and concerning our others targets (Irish citizens, Tourists and Foreigners who are living in Dublin for a period of time), we largely achieved our quotas with 150 questionnaires answered. Also, the non –responses rate was only about 24.4% which represent only a little part of sample. These 24.4% concerned people we weren’t able to answer to questions.

Moreover concerning this aim our survey which was to measure how Guinness’s rebranding has reinforced Guinness’s reputation, we can say that we answered to it. Indeed, findings survey answered to our question. Indeed, globally we observed that people weren’t really awaked about the Guinness’s rebranding but they were conscious that a big event like this is a good opportunity for the brand to reinforce its image and its notoriety. As they concluded, Guinness’s brand is too strong to be weakening by any events as a rebranding. According to them, the rebranding of Guinness in Diageo was a springboard to spread as far as possible its image.

However, just few interviewees manifested a contradiction and highlighted the fact that with this rebranding Guinness personality and symbols that it carries has changed. Indeed, for these persons Guinness represented a lot for them. It was Irish symbol and Irish driving business. Now, Guinness is melted under a new name which carries others symbols than Guinness
Chapter 5: Conclusions & Recommendations
5.1) Overall conclusion about the study

In Chapter 1 we told about the story of Guinness and changes that it knew for 250 years. We also told about Marketing and Advertising strategies of Guinness which is the source of its success in the business world and which enabled it to become more and more famous. Furthermore, we focused on the most important change of Guinness Corporation which was its merger with Metropolitan and the rebranding in favour on a new name: Diageo. We wanted to measure if this huge strategy’s change has been favourable or not for the brand image. We highlighted also objectives of this research topic and different tools used to answer to our research question. Therefore, this chapter enabled us to achieve two of our research objectives which were to tell Guinness’s story and highlighted Marketing and Advertising strategies.

Chapter 2 concerned the literature review. It looked at definition of concepts (“Branding”, “Rebranding”). We also told about researchers’ cases studies about Guinness’s rebranding. More especially, we focused on Muzzelec and Lambkin findings research, who realized a survey about consequences of Guinness’s rebranding on brand architecture and corporate image. Through the literature review, we succeed to answer our second research objective which was to determine reasons that prompted Guinness’s rebranding.

Chapter 3 dealt with research methodology and objectives used in the study. This was done through discussions about research design, data collection methods and research approach.

Chapter 4 included the analysis and interpretation of quantitative data. The analysis was done thanks to Excel software which enabled us to realize coding and cross-tabulations about survey’s results. Thanks to the data collection and analysis, we answered to our research question and we also achieved our third objective which was to measure the positive impact of Guinness’s rebranding on brand image and reputation.
5.2) Data collection findings

Globally, interviewees were agreed to say that Guinness’s rebranding as positively influenced brand image and well-known and that can be explain by following findings:

• First of all, we saw that Guinness was for 75 respondents over 189, the most famous and appreciated beer, which proved that Guinness’s notoriety is very high and that consumers’ have a positive image of Guinness

• Moreover, over 189 respondents, only 27.7% of them knew about Guinness’ rebranding. For the remaining 7% of respondents they knew separately Guinness and Diageo but didn’t know that both represented the same corporation. This observation showed the minor role of this change in consumers’ perception of the brand.

• 85% of interviewees agreed to say that even Guinness knew a big change in its business structure; its symbols, notoriety and reputation have stayed intact. Conversely, they globally thought that this rebranding was a good opportunity for the brand to spread further its image and create a new fresh image internationally.

• Therefore, respondents perceived Guinness advertising campaigns were one of the best. Indeed, according to them, advertising and marketing strategy is very strong and successful which constituted its reputation and notoriety.

To conclude, through its survey, Guinness has been recognized ad one of the most famous beer brand of the world. Any others beer brands have already able to compete with Guinness success. This brand has built lots of mainstays (symbols, customer’s experience…) which represent its strengths. That is why concerning rebranding, it didn’t affect Guinness’s image and reputation.
Appendices

Appendice 1 : Guinness’s advertising ........................................... 41-45

Appendice 2 : Guinness, official sponsor of Irish rugby team... 46

Appendice 3: Formal questionnaire .............................................. 47-49

Appendice 4 : Summary tables of questionnaires responses... 50-54
Appendice 1 : Guinness’s advertising

• First Posters from John M Gilroy in 60’s until 80’s
• “Pure Genius” by Ogilvy & Math in 90’s

• TV campaign named “Knowing what matter?” with its 5th TV spot: Guinness Penguins Best Mates” in 2007
TV spot “Alive Inside” in 2008
Appendice 2: Guinness, official sponsor of Irish rugby team
**Appendice 3 : Formal questionnaire**

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can you name a brand of beer?</td>
<td></td>
</tr>
<tr>
<td>From following list, which one you prefer?</td>
<td></td>
</tr>
<tr>
<td>- Hineken</td>
<td></td>
</tr>
<tr>
<td>- Carlsberg</td>
<td></td>
</tr>
<tr>
<td>- Guinness</td>
<td></td>
</tr>
<tr>
<td>- Budweiser</td>
<td></td>
</tr>
<tr>
<td>Have you ever tasted Guinness beer?</td>
<td></td>
</tr>
<tr>
<td>- Yes</td>
<td></td>
</tr>
<tr>
<td>- No</td>
<td></td>
</tr>
<tr>
<td>How did you hear about Guinness?</td>
<td></td>
</tr>
<tr>
<td>- Billposting</td>
<td></td>
</tr>
<tr>
<td>- TV</td>
<td></td>
</tr>
<tr>
<td>- Press/Magazines</td>
<td></td>
</tr>
<tr>
<td>- Encourage</td>
<td></td>
</tr>
<tr>
<td>- Others</td>
<td></td>
</tr>
</tbody>
</table>
Do you think Guinness is strongly presents in the advertising landscape?

- Yes
- No

Can you give an example of commercial spot or billposting campaign that you remembered?

What symbolizes Guinness for you?

- Ireland
- Celtic Harp
- The Toucan
- One of the most famous beers
- Others

Do you know Diageo corporation?

- Yes
- No

Did you know that since 2001, Guinness has part of Diageo corporation?

- Yes
- No

How did you hear about the merge?

- Press/Magazines
- TV
- Billposting
- Others

Do you think the symbols that embody Guinness have changed since the merge?

- Yes
- No
Do you think this event has weakened Guinness reputation? And why?

☐ Yes
☐ No

Do you have a different looking on the brand now? And why?

☐ Yes
☐ No

Gender:

☐ Male
☐ Female

Age:

☐ 18-25
☐ 26-35
☐ 36-45
☐ 46-60

Nationality

Occupation

☐ Student
☑ Tourist
☐ Worker
☐ Others
Appendix 4 : Summary tables of questionnaires responses

### First Topic: Guinness's well-known

1) Can you name a brand of beer?  
<table>
<thead>
<tr>
<th>Brand</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlsberg</td>
<td>54</td>
</tr>
<tr>
<td>Heineken</td>
<td>60</td>
</tr>
<tr>
<td>Guinness</td>
<td>75</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

2) From following list, which one you prefer?  
<table>
<thead>
<tr>
<th>Brand</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heineken</td>
<td>50</td>
</tr>
<tr>
<td>Carlsberg</td>
<td>47</td>
</tr>
<tr>
<td>Guinness</td>
<td>67</td>
</tr>
<tr>
<td>Budweiser</td>
<td>24</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

3) Have you ever tested Guinness Beer?  
<table>
<thead>
<tr>
<th>Response</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>162</td>
</tr>
<tr>
<td>No</td>
<td>27</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

4) How did you hear about Guinness?  
<table>
<thead>
<tr>
<th>Source</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billposting</td>
<td>22</td>
</tr>
<tr>
<td>TV</td>
<td>40</td>
</tr>
<tr>
<td>Press/Magazines</td>
<td>62</td>
</tr>
<tr>
<td>Entourage</td>
<td>57</td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>
### Second Topic: Guinness's Symbols and Presence in Advertising Landscape

#### 5) Do you think that Guinness is strongly presents in advertising landscape?  

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>133</td>
</tr>
<tr>
<td>No</td>
<td>46</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>179/189</strong></td>
</tr>
</tbody>
</table>

#### 6) Can you give an example of slogan, commercial spot or billposting campaign of Guinness?  

<table>
<thead>
<tr>
<th>Example</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lovely day for a Guinness</td>
<td>33</td>
</tr>
<tr>
<td>&quot;Tipping point&quot; TV spot</td>
<td>27</td>
</tr>
<tr>
<td>Guinness logo on Irish rugby shirts (sponsoring)</td>
<td>47</td>
</tr>
<tr>
<td>&quot;Alive Inside&quot; TV spot</td>
<td>60</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>167/189</strong></td>
</tr>
</tbody>
</table>

#### 7) What symbolizes Guinness for you  

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ireland</td>
<td>68</td>
</tr>
<tr>
<td>Celtic Harp</td>
<td>21</td>
</tr>
<tr>
<td>The Toucan</td>
<td>35</td>
</tr>
<tr>
<td>One of the most famous beers</td>
<td>55</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>
### Third Topic: Guinness’s rebranding perception

8) Do you know Diageo corporation.  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>108</td>
</tr>
<tr>
<td>No</td>
<td>81</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

9) Did you know that since Guinness merger with Grand Metropolitain in 2001 it has been rebranded in favour of a new name: Diageo ?  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52</td>
</tr>
<tr>
<td>No</td>
<td>137</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

10) How did you hear about Guinness’s change of name?  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press/Magazines</td>
<td>15</td>
</tr>
<tr>
<td>TV</td>
<td>4</td>
</tr>
<tr>
<td>Billposting</td>
<td>6</td>
</tr>
<tr>
<td>Entourage</td>
<td>27</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>52/250</strong></td>
</tr>
</tbody>
</table>

11) Do you think the symbols that embody the brand have changed after this rebranding?  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
</tr>
<tr>
<td>No</td>
<td>158</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>
12) Do you think that it has weakened Guinness reputation? And why?  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
</tr>
<tr>
<td>No</td>
<td>158</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

13) Do you have a different looking on the brand now? And why?  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>27</td>
</tr>
<tr>
<td>No</td>
<td>162</td>
</tr>
<tr>
<td><strong>TOTAL RESPONSES</strong></td>
<td><strong>189/250</strong></td>
</tr>
</tbody>
</table>

**Fourth Topic: Interviewee Identification**

14) Gender  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>98</td>
</tr>
<tr>
<td>Male</td>
<td>152</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

15) Age  
<table>
<thead>
<tr>
<th></th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>88</td>
</tr>
<tr>
<td>26-35</td>
<td>77</td>
</tr>
<tr>
<td>36-45</td>
<td>50</td>
</tr>
<tr>
<td>46-60</td>
<td>35</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>
16) Nationality | Number of responses
---|---
Irish | 85
French | 44
Swedish | 15
Spanish | 40
Brazilians | 24
Italian | 42
**TOTAL** | **250**

17) Occupation | Number of responses
---|---
Student | 88
Tourist | 63
Worker | 84
Others | 15
**TOTAL** | **250**
Edited Volumes:


Internet :

  http://www.edouardborie.com/tag/definition-rebranding/ [April 2011]

- Information about Guinness on the Official website [Online]. Available:  

- Dublin Business School BA (Hons) Marketing Facebook Fan page. [Online]. Available:  

- Information about Dublin Business School on the Official website [Online]. Available:
http://www.dbs.ie/Default.htm [may 2011]


Electronic Data Base


• Laurent Muzellec and Mary Lambkin (2007)”Does Diageo make your Guinness taste better? “ in Emerald Group Publishing Limited. [April 2011]