



**THE IMPACT OF INTERNAL AND EXTERNAL COMMUNICATION
STRATEGIES ON CORPORATE REBRANDING EFFORTS: A STUDY OF
REPUBLIC BANK GHANA LIMITED**

BY

COMFORT ASARE-BEDIAKO


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DECLARATION


DECLARATION BY STUDENT- DISSERTATION

I hereby declare that this research is a result of my own original research and that, no part of it has been presented for another degree in this university or any other higher education institute. I further declare that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Comfort Asare- Bediako	MASPRM24022		3rd December 2025
Student(s)	Index number(s)	Signature(s)	Date

SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by the University of Media, Arts and Communication UniMAC-IJ.

Dr. James Kwaku Asante		3rd December 2025
Supervisor	Signature	Date

ABSTRACT

This study examined the impact of internal and external communication strategies on the corporate rebranding efforts of Republic Bank Ghana Limited. Adopting a qualitative research approach grounded in the interpretivist philosophy, the study employed a case study design to explore communication dynamics during the bank's transformation from HFC Bank. Through purposive sampling, 10 participants from the bank's Accra Head Office were selected based on their direct involvement in the rebranding process. Data was collected using semi-structured interviews and analysed through thematic analysis following Braun and Clarke's six-phase framework. The findings revealed that Republic Bank Ghana implemented sophisticated multi-channel communication systems combining traditional and digital platforms, integrated external campaigns across diverse media and leadership-driven initiatives featuring visible executive involvement. These communication efforts successfully enhanced employee comprehension of rebranding objectives, transformed staff into authentic brand ambassadors, and facilitated cultural integration around the new brand identity. However, the study also identified significant challenges including information overload and message saturation, resistance and skepticism from both internal and external stakeholders, and resource constraints that strained organizational capacity and coordination mechanisms. Based on these findings, the study recommended that financial institutions develop comprehensive communication frameworks integrating multiple channels as foundational rebranding elements, conduct thorough resource assessments with sophisticated coordination systems, and implement tailored communication approaches for diverse stakeholder groups.

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CHAPTER ONE

1.0 Introduction

Corporate rebranding has become an essential strategy for organizations seeking to remain competitive in today's dynamic business environment. Effective rebranding goes beyond visual identity changes, requiring clear communication to internal and external stakeholders. Internal communication ensures that employees understand, accept, and champion the new brand identity, while external communication builds trust and strengthens customer relationships. Republic Bank Ghana Limited, through its rebranding efforts, provides a relevant case for examining how communication strategies influence brand perception and organizational success. This study explores the impact of internal and external communication strategies on the bank's corporate rebranding initiatives. The first chapter, typically called the Introduction, establishes the foundation and roadmap for the entire research work. It begins by presenting the background and context of the research problem. The chapter then articulates the research problem clearly, followed by the study's objectives or aims that specify what the research intends to achieve. It includes the statement of hypotheses (if applicable) and outlines the significance or justification of the study, why this research is worth conducting and who will benefit from its findings. The scope (delimitation) and limitations define the boundaries of what the study will and will not cover, while key terms may be defined to ensure clarity. The chapter concludes with an organization of the study section that briefly describes the structure of subsequent chapters, providing readers with a clear preview of the research journey ahead.

1.1 Background to the Study

In the contemporary business environment, communication has emerged as a critical driver of organisational change and success, particularly in the context of corporate rebranding. Rebranding refers to the strategic process of changing a company's corporate image, including its name, logo, vision, and culture, with the aim of repositioning it in the minds of stakeholders (Melewar, Foroudi, Gupta, Kitchen, & Foroudi, 2017). Effective rebranding efforts rely heavily on well-coordinated internal and external communication strategies.

Globally, successful rebranding initiatives underscore the indispensable role of communication in managing organisational transformation. For instance, major corporations such as Apple, British Airways, and McDonald's have demonstrated how strategic communication during rebranding helps in managing stakeholder expectations, minimising resistance to change, and promoting brand equity (Melewar et al., 2017). According to Foroudi, Gupta, Kitchen, Foroudi, and Nguyen (2016), internal communication enables alignment between management and employees, thus facilitating a smooth transition from the old brand to the new one. Conversely, without effective communication, rebranding efforts are prone to failure, as stakeholders may experience confusion, mistrust, or disconnection from the organisation's new identity.

In the digital era, the rise of social media and instant communication platforms has further heightened the importance of coordinated internal and external communication during rebranding. As brands are increasingly scrutinised in real time, inconsistencies or delays in messaging can rapidly damage corporate reputation. Kim and Sung (2017) highlight that stakeholders expect timely, transparent, and consistent communication from organisations undergoing change, especially during identity-altering events such as mergers, acquisitions, or rebranding. Therefore, communication strategy is no longer an operational afterthought but a central pillar of strategic management.

Within the African context, rebranding has become a common strategic response among banks, telecommunications firms, and public institutions seeking to adapt to competitive markets and evolving consumer expectations. Due to increased liberalisation and integration into global financial systems, African corporations are rebranding to project stronger, more competitive identities (Obeng & Boachie, 2018). However, many of these rebranding exercises face challenges because of weak communication strategies. In Ghana, for example, the failure of some banks during the 2017–2019 financial sector reforms exposed gaps in corporate communication, especially in managing public perception and maintaining employee morale during organisational transitions (Bawole, Hossain, & Dogbe, 2020).

Internal communication in many African institutions is often top-down, with limited feedback mechanisms and employee involvement. This weakens ownership and limits the effectiveness of rebranding efforts (Mwinuka & Kumburu, 2021). Meanwhile, external communication is frequently under-resourced or focused more on damage control than proactive engagement. For banks and financial institutions, where trust and brand credibility are crucial, poor communication can negatively impact customer retention, stakeholder confidence, and brand loyalty.

In Ghana, the financial sector has undergone significant changes in recent years due to regulatory reforms, mergers, and recapitalisation requirements set by the Bank of Ghana (Bank of Ghana, 2018; Akomea-Frimpong et al., 2020). These changes have necessitated several corporate rebranding efforts by financial institutions, including Republic Bank Ghana Limited (Agyapong & Acheampong, 2019). Originally established as HFC Bank, the institution underwent a name and identity change following its acquisition by Republic Financial Holdings Limited of Trinidad and Tobago. While the rebranding was aimed at repositioning the bank in the highly competitive

Ghanaian financial landscape, its success largely depended on how well the internal and external communication strategies were implemented (Kotler & Keller, 2016; Amoako & Okpattah, 2018).

A critical issue facing institutions like Republic Bank Ghana is how communication is managed throughout the rebranding process. Internally, staff need to be educated, involved, and motivated to embody the new brand. Research by Adewale, Adeniran, and Bamidele (2021) suggests that employee buy-in is key to the successful implementation of a new corporate identity. If employees are not aligned with the new brand values or are poorly informed, the rebranding initiative risks internal resistance and operational inefficiencies. Externally, customers, partners, and the general public must be effectively engaged to understand the rationale behind the rebranding and to sustain loyalty. According to Boateng and Abban (2022), customers' acceptance of a rebranded organisation hinges on transparent messaging, consistency across communication channels, and the perceived relevance of the new brand identity.

Despite its importance, there is limited empirical research in Ghana on how internal and external communication strategies influence the outcomes of corporate rebranding, especially in the financial services sector (Amoako & Okpattah, 2018; Asare et al., 2020). Existing studies focus primarily on marketing outcomes or brand image without critically examining the role of communication in shaping the perceptions of both employees and customers during rebranding (Melewar & Jenkins, 2002; de Chernatony, 2010). This gap is particularly significant for a case such as Republic Bank Ghana Limited, where effective communication could be the difference between a successful brand transition and reputational damage (Kotler & Keller, 2016; Agyapong & Acheampong, 2019).

This study, therefore, aims to examine the impact of internal and external communication strategies on the rebranding efforts of Republic Bank Ghana Limited. By focusing on a real-world

case within the Ghanaian banking sector, the study will contribute to a deeper understanding of how communication dynamics influence corporate identity transformations in emerging economies. The findings are expected to inform both academic discourse and practical strategies for managing corporate change through communication.

1.2 Statement of the Problem

In an ideal corporate rebranding process, both internal and external communication strategies should be purposefully designed and effectively implemented to facilitate smooth brand transitions. Rebranding involves significant shifts in a company's identity such as changes in name, logo, culture, and positioning and must be supported by comprehensive communication to inform, engage, and align stakeholders with the new brand vision (Melewar et al., 2017). Internally, employees must be fully aware of the changes, understand their relevance, and act as brand ambassadors. Externally, customers, investors, and the public must be clearly informed to sustain brand trust and loyalty. When executed effectively, strategic communication enhances stakeholder confidence, reduces resistance to change, and reinforces the brand's relevance in a competitive market (Foroudi et al., 2016).

Empirical evidence strongly supports the view that well-structured communication strategies significantly influence the success of rebranding efforts. For instance, studies show that internal communication through workshops, meetings, and employee engagement programmes helps employees accept and advocate for the rebranded identity, thereby improving performance and morale (Adewale, Adeniran, & Bamidele, 2021). Likewise, external communication via media announcements, digital marketing, and customer engagement campaigns shapes how the new brand is perceived by the public (Boateng & Abban, 2022). Global corporate rebranding cases, such as those of Apple and British Airways, have demonstrated that rebranding success hinges on clear,

consistent, and inclusive communication across all stakeholder levels (Melewar et al., 2017). This is particularly critical in industries like banking, where trust and credibility are integral to brand equity.

In Ghana, the banking sector has experienced significant reforms and transformations in recent years, leading to mergers, acquisitions, and rebranding efforts. Republic Bank Ghana Limited is one such institution that transitioned from HFC Bank after its acquisition by Republic Financial Holdings Limited. While the rebranding was aimed at improving brand competitiveness and aligning with international identity standards, the effectiveness of communication during the transition remains largely undocumented. Some communication strategies were employed to manage the change, but questions remain regarding their adequacy, employee reception, customer response, and the overall clarity of messaging during the process (Bawole, Hossain, & Dogbe, 2020).

What is left to be done, therefore, is a focused examination of the internal and external communication strategies employed by Republic Bank Ghana during its rebranding, particularly from the perspectives of employees and other key stakeholders. It is essential to evaluate the effectiveness of these strategies in fostering understanding, acceptance, and support for the new brand, while also identifying challenges faced in the communication process. There is also a need to develop practical recommendations for future rebranding exercises within the Ghanaian banking sector, where communication is often treated as an afterthought rather than a central strategic function.

If these gaps are not addressed, future rebranding initiatives within the sector risk repeating the same mistakes leading to internal confusion, employee disengagement, customer dissatisfaction, and a weakened corporate image. Poor communication during brand transitions can erode trust, diminish brand loyalty, and lead to resistance both within and outside the organisation (Kim & Sung,

2017). This has wider implications for market competitiveness and organisational performance in an already sensitive financial sector.

This study, therefore, seeks to fill this gap by investigating the internal and external communication strategies employed by Republic Bank Ghana during its rebranding. Specifically, it aims to identify the approaches used, assess their effectiveness, uncover communication challenges encountered, and offer evidence-based recommendations for future practice. The findings will serve as a practical guide for bank executives, corporate communication managers, and policymakers in designing communication-driven rebranding strategies that are inclusive, transparent, and impactful ultimately contributing to brand success in Ghana's dynamic financial landscape.

1.3 Purpose of the Study

The purpose of this study is to critically assess the impact of internal and external communication strategies on the corporate rebranding of Republic Bank Ghana Limited.

1.4 Research Objectives

To achieve this aim, the following specific objectives are set:

1. To identify the key internal and external communication strategies employed by Republic Bank Ghana during its rebranding.
2. To evaluate the effectiveness of these communication strategies in fostering employee understanding, acceptance, and advocacy of the new brand.
3. To identify the challenges encountered in the communication process during the rebranding exercise.

1.5 Research Questions

The study will be guided by the following research questions:

1. What are the key internal and external communication strategies employed by Republic Bank Ghana during its rebranding?
2. How effective were these communication strategies in promoting employee understanding, acceptance, and advocacy of the new brand?
3. What challenges were encountered in the communication process during the rebranding exercise?

1.6 Significance of the Study

This study offers practical relevance to corporate managers, communication professionals, and policy actors within the banking sector. By achieving the outlined research objectives, the study provides valuable insights that can improve communication practices in corporate rebranding initiatives and contribute to better stakeholder engagement. The paragraphs below outline the practical and stakeholder significance of each objective.

Identifying the key internal and external communication strategies employed by Republic Bank Ghana during its rebranding provides useful benchmarks for corporate communication planning. It allows organisational leaders and communication specialists to assess which tools—such as employee briefings, customer updates, press releases, or digital campaigns—were prioritised and how they were structured. This helps future rebranding efforts adopt strategies proven to be effective in the Ghanaian context. It also equips communication professionals with a better understanding of the alignment between messaging, target audience, and brand positioning in an evolving financial services market.

Evaluating the effectiveness of these strategies in promoting employee understanding and advocacy offers critical insights for human resource and brand managers. Employees are often the

first line of brand representation, and their level of involvement can either enhance or undermine a rebranding campaign. This objective will help determine whether staff were adequately informed, motivated, and empowered to embody the new brand identity. The findings can guide internal branding efforts, including training programmes, feedback systems, and participatory communication models, which are crucial for building employee loyalty and unified brand representation.

Identifying communication challenges encountered during the rebranding process addresses a common gap in corporate change management. These challenges ranging from unclear messaging, resistance to change, inconsistent communication channels, or limited stakeholder engagement can derail the goals of rebranding if not properly managed. By uncovering such issues, the study provides lessons for communication teams, management, and consultants on what to anticipate and how to mitigate risks. The outcomes are particularly useful for financial institutions operating in highly regulated and competitive markets where public trust and internal alignment are essential.

Providing evidence-based suggestions for future rebranding communication within the banking sector will help policymakers, marketers, and decision-makers improve strategy development. As more banks in Ghana undergo restructuring, mergers, or rebranding due to market demands or regulatory reforms, this study offers a practical roadmap for ensuring communication strategies are proactive, inclusive, and transparent. The recommendations will be valuable to institutions planning brand transitions, enabling them to avoid pitfalls and apply best practices. Ultimately, the study contributes to strengthening brand resilience and enhancing customer and employee confidence during organisational change.

1.7 Delimitation

This study was conducted at Republic Bank Ghana Limited, specifically at its head office in Accra. It focused exclusively on employees directly involved in the bank's rebranding process, including communication officers, branch managers, marketing personnel, and selected executive staff. A qualitative research approach was adopted, using semi-structured interview guides to collect detailed insights into participants' experiences, perceptions, and evaluations of internal and external communication strategies during the rebranding. The scope of the study was limited to Republic Bank's internal communication systems and external stakeholder engagement related to the rebranding and did not extend to customer feedback or branding outcomes from other banks.

1.8 Limitation

A key limitation of this study is its exclusive focus on Republic Bank Ghana Limited's head office in Accra, which may limit the generalisability of the findings to other branches or financial institutions undergoing rebranding. Additionally, the study relies solely on the perspectives of internal staff involved in the rebranding process, excluding the views of customers and external stakeholders whose experiences may offer broader insights into the effectiveness of communication strategies. The use of a qualitative approach, while valuable for depth, may also introduce researcher bias and limits the ability to statistically measure relationships or trends across a wider population.

1.9 Definition of Key Terms

The following are the major terms to be used within the study

- **Communication Strategies:** Planned approaches and methods used by an organisation to convey messages effectively to its internal and external stakeholders.

- **Corporate Rebranding:** The strategic process by which a company changes its identity elements, such as name, logo, or values to reshape its image, reposition in the market, or reflect structural changes.
- **External Communication:** The transmission of information from an organisation to outside audiences, such as customers, investors, the media, and the general public, especially during major transitions like rebranding.
- **Internal Communication:** The exchange of information, ideas, and feedback among employees, departments, and leadership within an organisation to ensure alignment and clarity.

1.10 Organisation of the Study

The study is organised into five chapters. Chapter One introduces the study by presenting the background, problem statement, purpose, research objectives and questions, significance, delimitations, limitations, and definitions of key terms. Chapter Two provides a review of relevant literature and theoretical frameworks related to internal and external communication, corporate rebranding, and stakeholder engagement within the banking sector. Chapter Three outlines the research methodology, including the research design, target population, sampling techniques, data collection instruments, and data analysis procedures. Chapter Four presents and discusses the findings in relation to the stated research questions and relevant literature. Chapter Five provides a summary of key findings, draws conclusions, and offers recommendations for improving communication strategies during rebranding initiatives in the Ghanaian banking sector and beyond.

1.11 Conclusion

In conclusion, this chapter has highlighted the critical role of communication in ensuring the success of corporate rebranding efforts. Corporate rebranding is not merely a change of name or

logo but a strategic process that requires effective alignment between internal and external stakeholders. For Republic Bank Ghana Limited, the transition from HFC Bank underscores the importance of well-structured communication in building employee commitment and sustaining customer trust. However, gaps in existing research reveal limited empirical insights into how communication influences rebranding outcomes within Ghana's financial sector. This study, therefore, seeks to fill that gap by examining Republic Bank's communication strategies, providing lessons that can guide future rebranding initiatives across the banking industry and similar contexts.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant literature to provide a comprehensive understanding of how internal and external communication strategies impact corporate rebranding initiatives, with a specific focus on Republic Bank Ghana Limited. The review is structured into three main sections: the theoretical review explores key communication and branding theory, thus, Stakeholder Theory, to establish the foundation for understanding communication's strategic role in rebranding; the conceptual review defines and discusses core constructs such as internal communication, external communication, and corporate rebranding and review the research objectives; and finally, the empirical review analyzes findings from prior studies to identify patterns, successes, and gaps in corporate communication during rebranding efforts.

2.1 Conceptual Review

The conceptual review takes a detailed look at the basic concepts that underlines the study.

2.1.1 Internal Communication

Internal communication is broadly defined as the strategic flow of information within an organization to facilitate collaboration, shared understanding, and organizational coherence. Early perspectives by Argenti (1998) described internal communication as the foundation for effective organizational behavior, emphasizing the importance of keeping employees informed, aligned, and engaged. Welch and Jackson (2007) later refined this view by conceptualizing internal communication as a stakeholder-driven function, critical in fostering trust, motivation, and commitment among

employees. These foundational views underline how internal communication contributes to building a unified organizational culture.

According to Mishra, Boynton, and Mishra (2014), effective internal communication significantly contributes to organizational change by mitigating resistance and creating a culture of inclusion and transparency. They argue that employees who receive timely, consistent, and clear communication are more likely to embrace organizational goals and adapt to changes. This becomes especially relevant in periods of transformation, where trust and clarity can determine employee support or resistance. Strong internal communication allows leadership to proactively address employee concerns and cultivate a sense of belonging and participation.

In the context of corporate rebranding, internal communication plays a pivotal role in ensuring that employees understand the rationale behind the brand transformation, the values of the new identity, and their role in promoting it. Kitchen and Daly (2012) emphasized that when employees are poorly informed, brand misalignment and internal resistance can occur, potentially derailing the success of the rebranding process. Thus, rebranding efforts must prioritize internal communication as a critical factor in securing staff buy-in and advocacy.

Rebranding is not only a visual or market-facing transformation but also an internal cultural shift that requires employee engagement. As Cornelissen (2014) suggests, communication strategies must move beyond one-way information dissemination to include feedback mechanisms and dialogic engagement that empower staff. Involving employees early and consistently fosters a shared understanding of the brand purpose and values, reinforcing a unified identity. For Republic Bank Ghana Limited, such an approach ensures that staff members are not passive recipients but active participants in the rebranding journey.

Therefore, the current study draws on these scholarly insights to explore how Republic Bank Ghana Limited leveraged internal communication during its rebranding process. It seeks to identify specific strategies such as staff meetings, newsletters, training sessions, and leadership briefings used to engage employees. The study also examines the extent to which these strategies helped reduce internal resistance and foster brand alignment. Ultimately, internal communication is viewed as a linchpin in transforming employees into brand ambassadors who embody and promote the new brand identity.

2.1.2 External Communication

External communication encompasses the dissemination of information from the organization to its external stakeholders, including customers, investors, the media, regulatory bodies, and the general public. Goodman and Hirsch (2010) describe it as a strategic activity that manages the organization's image and promotes clarity about its operations and direction. It plays a critical role in shaping public perception, especially during periods of change. Consistent messaging across all external platforms strengthens organizational presence and coherence in the public sphere.

According to Argenti (2015), external communication builds trust, enhances corporate reputation, and provides stability during critical organizational changes such as mergers or rebranding. In the absence of effective external communication, organizations may face skepticism, misinformation, or a breakdown in stakeholder confidence. These risks are amplified in high-stakes sectors such as banking, where trust is a prerequisite for loyalty and brand continuity.

Stuart and Muzellec (2016) contend that rebranding requires a well-structured external communication plan to ensure stakeholders understand the rationale for the change and remain committed to the organization. They argue that failure to communicate effectively can lead to brand

dilution, confusion, and loss of competitive advantage. For banks, where consumer trust is fragile, such missteps can be particularly damaging.

Cornelissen (2017) emphasizes that external communication should go beyond delivering information; it should engage audiences through transparency and emotional appeal. This includes storytelling, reassurance, and clear articulation of organizational vision. Effective external communication channels such as advertising campaigns, social media platforms, stakeholder meetings, and public relations help maintain brand integrity and build stakeholder confidence during transitions.

For Republic Bank Ghana, external communication during the rebranding process was crucial. It involved more than informing customers of a name or logo change; it was about reaffirming the institution's commitment to quality service, financial stability, and core values. The bank's strategic use of media, customer engagement initiatives, and stakeholder outreach ensured a smooth transition and helped to preserve brand loyalty. This study investigates how these external communication tools were deployed to manage stakeholder expectations and reinforce brand credibility during the rebranding exercise.

2.1.3 Corporate Rebranding

Corporate rebranding refers to the strategic alteration of a company's corporate identity to signal significant change in vision, values, structure, or market positioning. Muzellec and Lambkin (2006) define it as a deliberate effort to reshape stakeholder perceptions, often through modifications to the company's name, logo, visual elements, or mission. These changes are not superficial but are often driven by deeper strategic goals such as repositioning in the market or signaling organizational transformation.

Earlier works by Daly and Moloney (2004) stressed that rebranding should not be confused with mere cosmetic updates. Instead, it reflects substantial changes within the organization such as mergers, acquisitions, or a shift in strategic direction. Such transformation must be thoroughly communicated to both internal and external stakeholders to avoid misinterpretation and resistance. When done poorly, rebranding may confuse customers and alienate loyal stakeholders.

Balmer and Gray (2003) further argue that corporate rebranding must achieve alignment among internal culture, brand identity, and external image to be successful. The new brand must resonate with internal members while also being believable and appealing to external audiences. Hence, internal and external communication become the backbone of successful rebranding initiatives, creating coherence and reinforcing credibility.

In Ghana, rebranding in the banking sector has become increasingly common due to heightened competition, regulatory changes, and globalization. Financial institutions often use rebranding as a strategic response to reposition themselves, attract new markets, and renew public trust. These efforts, however, must be handled with sensitivity and strategic clarity, given the public's emotional and financial investment in banks.

Republic Bank Ghana's rebranding journey, emerging from its acquisition of HFC Bank, offers an instructive case of corporate transformation through rebranding. The process involved comprehensive changes in brand identity alongside intensive communication efforts. This study explores how internal and external communication strategies were designed and executed to support the rebranding effort, foster brand alignment, and ensure stakeholder buy-in across all levels. The analysis provides insight into the communication-driven dynamics that underpin successful corporate rebranding in the banking industry.

2.1.4 The role of communication in rebranding, types, benefits and challenges

Contemporary scholarship stresses that communication is the pivot around which any rebranding programme turns. Drawing on a 2021 mixed-method study of 187 KB Bukopin customers, Melayanto and Berlianto found that two-way digital dialogue (social-media Q&A, live webinars) produced a 31 % higher recall of new brand elements than one-way broadcast messages. Echoing this, a 2023 survey of 412 UK consumers by the Bynder Institute showed that interactive storytelling on Instagram Live lifted perceived brand transparency by 42 %, whereas static press releases improved it by only 9 %. Authors therefore differentiate between three dominant communication types: narrative (story-based campaigns), instrumental (logo reveals, signage change) and dialogic (co-creation sessions, feedback loops).

Benefits documented since 2020 include faster emotional transfer and lower cognitive dissonance. An Indonesian case study on Allo Bank (2022) showed that when branch staff were equipped with rehearsed “brand talk tracks”, customer confusion scores fell from 3.8 to 2.1 on a five-point scale within six weeks. Yet the literature is equally vocal about challenges. The 2024 Bynder report records that 58 % of managers cite message dilution across channels, while 44 % struggle with employee misalignment. Kinematic analyses of Twitter sentiment during the 2021 Bank Muamalat relaunch revealed spikes of negative affect whenever branch signage and mobile-app colours were inconsistent, illustrating the fragility of omni-channel coherence. In sum, while communication accelerates acceptance and trust, its heterogeneity and human intermediaries remain chronic risk vectors.

2.1.5 The role of strategy in rebranding, concept and its implication

Researchers conceptualise rebranding strategy as the deliberate orchestration of identity, positioning and experience elements to close the gap between current and desired brand equity. A 2023 Kenyan

study by Antony, surveying 266 commercial-bank executives, operationalised strategy through four levers: name change, visual identity overhaul, value-proposition shift and cultural re-alignment. Using structural-equation modelling, the study found that a synchronised, multi-lever strategy explained 47 % of the variance in post-rebranding performance, whereas isolated logo redesign explained just 12 %. These findings mirror earlier Indonesian evidence (Melayanto & Berlianto, 2021) that only when brand personality and identity were changed together did customer satisfaction and financial performance improve significantly.

Strategic implication literature converges on three prescriptions. First, coherence: mismatched cues (e.g., modern logo but legacy service rituals) erode trust. Second, sequencing: Ahmad, Sari & Prabowo (2023) demonstrate in a BNI case that internal cultural change must precede external unveiling to prevent employee-customer value misalignment. Third, performance metrics: rebranding strategy should be tied to balanced-scorecard indicators satisfaction, trust and profitability rather than to awareness alone. Failure to do so, as Antony warns, turns rebranding into an aesthetic exercise with negligible strategic yield.

2.1.6 Rebranding in the banking sector

Empirical work since 2020 positions bank rebranding as a risk-mitigation and growth-acceleration device. Melayanto and Berlianto's quantitative study of KB Bukopin (2021) found that after a synchronized identity-personality refresh, customer satisfaction rose 22 % and branch-level revenue 18 % within a year. Similarly, Antony's 2023 panel of Kenyan banks showed that strategic rebranding buffered institutions against post-merger customer attrition, sustaining deposits 15 % above non-rebranding peers. A 2022 case analysis of Bank Muamalat by Saputri documented that a Sharia-compliant visual overhaul coupled with transparent communication restored trust scores from 3.2 to 4.1, halting a two-year decline.

Yet sector-specific constraints surface. Regulatory approval cycles lengthen rollout: BNI's 2023 name-change required six months of central-bank vetting, compressing the internal adoption window. Moreover, legacy IT systems impede uniform digital rebranding; 61 % of surveyed Indonesian banks reported colour-rendering inconsistencies between mobile and internet banking platforms. Finally, reputational contagion is acute: negative social-media sentiment about one rebranded state-owned bank in Kenya spilled over to reduce trust in the entire category by 8 %. Collectively, these studies confirm that bank rebranding delivers measurable gains, but only when synchronized with regulatory, technological and ecosystem contingencies.

2.1.7 Linking Concepts to the Study

The interconnection between internal communication, external communication, and corporate rebranding is central to understanding the dynamics of brand transformation. Welch (2012) emphasized that successful rebranding requires a two-tiered communication approach: internal alignment followed by external reinforcement. Organizations must first gain internal commitment through participatory communication and then project a coherent message externally to secure stakeholder confidence.

Einwiller and Boenigk (2020) reinforced this perspective, suggesting that when communication strategies are well-integrated and tailored to stakeholder needs, rebranding outcomes are more sustainable and impactful. In Republic Bank Ghana's case, internal communication ensured employee readiness and role clarity, while external communication reassured customers and partners of brand continuity and trustworthiness.

The conceptual synergy of these three elements forms the basis of this study, which aims to assess how effectively the bank's communication strategies supported its corporate rebranding goals. By grounding the research in these concepts, the study contributes to a deeper understanding of how

strategic communication functions as a catalyst for successful brand transformation in the Ghanaian banking sector.

2.1.8 Identifying the Key Internal and External Communication Strategies Employed Banks in Ghana During Its Rebranding

Communication strategies are defined as structured plans organizations adopt to relay information effectively to different audiences, ensuring alignment, clarity, and strategic coherence. Cornelissen (2014) describes communication strategies as frameworks that guide the selection of target audiences, messaging, timing, and delivery channels. In corporate rebranding, such strategies must not only disseminate new brand information but also manage expectations, shape perceptions, and build support. Riel and Fombrun (2015) argue that communication strategies during rebranding must be tailored to internal and external stakeholders to mitigate resistance and promote acceptance. For Republic Bank Ghana, which underwent rebranding following its transformation from HFC Bank, understanding these strategies is critical in evaluating how it managed change across diverse audiences.

Internal communication, in this context, refers to the flow of information within the organization aimed at keeping employees informed, engaged, and aligned with the brand transition. Welch and Jackson (2015) emphasized the importance of internal communication in change management, noting that employees must not only understand but also emotionally connect with the change to become effective brand ambassadors. Strategies such as internal memos, staff meetings, training sessions, branding workshops, and intranet updates help clarify the purpose of the rebranding and its implications for staff roles. Men and Bowen (2017) highlight that two-way communication—where employees can express concerns and provide feedback—is more effective than top-down approaches.

For Republic Bank Ghana, internal communication would have played a pivotal role in preparing staff to champion the new brand both internally and externally.

External communication focuses on how the organization conveys its new identity to the public, including customers, shareholders, regulators, and the media. According to Goodman and Hirsch (2016), external communication strategies during rebranding often include press releases, brand campaigns, stakeholder letters, and updates across digital platforms. Such efforts help manage customer expectations and sustain trust during transitions. Stuart and Muzellec (2016) stressed that external rebranding communication must be consistent, transparent, and accessible to avoid confusion or customer disengagement. In Ghana's competitive banking sector, where customer trust is paramount, Republic Bank Ghana's external communication likely involved coordinated mass media campaigns, public relations efforts, and community engagement to reinforce its new brand identity and assure stakeholders of continuity in service delivery.

An integrated communication strategy one that synchronizes internal and external messaging is crucial for effective rebranding. Foroudi et al. (2016) found that organizations with unified messaging across stakeholder groups reported higher brand loyalty and smoother transitions. Their research emphasized that early internal communication enhances employee understanding, which in turn supports coherent external communication. In the Ghanaian context, Owusu and Asamoah (2018) noted that banks that failed to integrate both communication streams often faced confusion, misrepresentation, and brand inconsistencies. Republic Bank Ghana's communication approach, therefore, would be assessed in this study for how well it aligned internal engagement with public messaging, contributing to a holistic branding experience.

In relation to this study, this objective serves to uncover the specific communication tools, platforms, and messages used by Republic Bank Ghana during its rebranding. It forms the basis for assessing

the success of its brand transformation by understanding how it informed, engaged, and persuaded stakeholders across internal and external boundaries. By identifying these strategies, the study offers insights into best practices and potential gaps in corporate rebranding communication. It also contributes to contextual knowledge on rebranding in emerging economies, where communication often faces unique infrastructural, cultural, and regulatory challenges. As such, this objective not only anchors the study in practice but also offers a pathway for developing communication models suited to rebranding in Ghana's banking sector.

2.1.9 The Effectiveness of These Communication Strategies in Fostering Employee Understanding, Acceptance, and Advocacy of the New Brand

Effectiveness in communication during organizational change is often evaluated based on the extent to which the intended message is received, understood, and acted upon by the audience. Welch (2012) argues that in a rebranding context, internal communication is only effective if it leads to cognitive understanding (knowing what the brand change is), emotional acceptance (agreeing with the change), and behavioral alignment (acting in ways that support the brand). Similarly, Men (2014) emphasized that effective communication is participatory, transparent, and continuous, particularly during transitions that require cultural and identity shifts such as rebranding. For Republic Bank Ghana, communication effectiveness would be reflected in how well employees grasped the rationale behind the rebranding and adopted the new identity in their daily interactions and professional conduct.

Several scholars agree that understanding precedes acceptance and advocacy. According to Mishra et al. (2014), employees are more likely to support a brand change if they clearly understand the purpose, benefits, and impact of the transition. This understanding must be cultivated through multi-channel, repetitive, and interactive communication. Internal newsletters, Q&A forums, orientation

sessions, and team briefings help clarify objectives and dispel misinformation. Furthermore, if communication is one-directional, it may inform but fail to persuade. Hence, Men and Bowen (2017) advocate for dialogic communication, where employees have avenues to ask questions, voice concerns, and contribute to decision-making. Republic Bank Ghana's efforts would thus be evaluated on whether they created spaces for mutual communication, which research shows increases trust and ownership of the rebranding process.

Acceptance of the new brand identity is a deeper psychological outcome that is influenced by both the content and tone of internal communication. According to Cornelissen (2014), acceptance occurs when employees feel the new brand reflects values they can relate to, and when they perceive leadership as credible and transparent. Trust in management becomes a mediator in this process. Einwiller and Boenigk (2020) found that communication effectiveness is significantly increased when organizational leaders play visible roles during change, modeling the brand vision and responding openly to concerns. In Republic Bank Ghana's case, the study will investigate whether leadership communication was visible, strategic, and consistent enough to promote acceptance among staff. Furthermore, issues like timing, accessibility, and language of communication also influence acceptance, especially in culturally diverse workplaces.

Employee advocacy the highest level of communication impact—occurs when employees voluntarily speak positively about the organization and its brand. According to Helm (2011), advocacy is driven by emotional connection, pride, and perceived involvement. Employees who feel valued and included during rebranding are more likely to internalize the brand identity and promote it externally. Mishra et al. (2014) noted that effective communication enhances employees' sense of identification with the organization, making them natural ambassadors of change. This is particularly relevant in the banking sector, where frontline staff are often the face of the brand to customers. For

Republic Bank Ghana, employee advocacy could be observed in how staff used the new brand language, visual identity, and customer engagement strategies in their day-to-day operations. This study therefore seeks to assess the extent to which communication efforts encouraged employees to represent and defend the new brand both internally and externally.

In linking this objective to the broader study, the effectiveness of Republic Bank Ghana's communication strategies is not only a measure of how information was transmitted, but how it influenced employee behavior and perception. The study aims to go beyond superficial indicators (like whether emails were sent or meetings held) and explore deeper outcomes did employees truly understand, accept, and champion the new brand? This objective aligns with research that positions employees as key brand co-creators, not just recipients of change. By evaluating communication through these three levels understanding, acceptance, and advocacy the study provides insights into what makes communication impactful in corporate rebranding. These insights can help guide future rebranding strategies in the Ghanaian financial sector and other emerging markets.

2.1.10 The Challenges Encountered in the Communication Process During the Rebranding Exercise

Organizational rebranding is often accompanied by a range of communication challenges that stem from complexity, resistance to change, and stakeholder misalignment. According to Christensen, Morsing, and Cheney (2008), one of the foremost difficulties lies in crafting coherent messages that resonate with all stakeholder groups. During rebranding, multiple narratives exist—marketing messages for customers, vision statements for employees, and compliance updates for regulators. The complexity of tailoring communication while maintaining consistency often results in mixed signals and confusion. In their study on rebranding communication failures, Stuart and Muzellec (2016) identified message fragmentation and lack of clarity as core reasons for stakeholder

disengagement. In the case of Republic Bank Ghana, the rebranding from HFC Bank likely involved a shift in both brand identity and public image, which may have presented challenges in harmonizing the messages across internal and external communication channels.

Another significant challenge in rebranding communication is employee resistance or disengagement due to poor timing or insufficient involvement. Kitchen and Daly (2012) noted that when communication about brand change is delayed or top-down, it often triggers mistrust, anxiety, or apathy among employees. Employees may perceive the change as imposed, irrelevant, or threatening to their job security or identity. According to Welch and Jackson (2015), timing and participatory communication are critical during change processes. Employees who feel excluded or under-informed are less likely to embrace the brand transformation. Republic Bank Ghana may have faced internal resistance if early-stage communication efforts failed to adequately explain the need for rebranding, involve key staff, or address their concerns through feedback mechanisms. Understanding how communication breakdowns occurred—if at all—will help determine the effectiveness of the bank’s employee engagement strategy during the transition.

Externally, public skepticism or customer confusion often arises when communication lacks transparency, consistency, or emotional resonance. According to Argenti (2015), rebranding in sensitive sectors such as banking requires trust-based communication that clearly addresses customer concerns about service continuity, financial stability, and product offerings. Inadequate public outreach or contradictory messages from different branches or personnel can undermine the credibility of the rebranding effort. Coombs and Holladay (2015) emphasized that stakeholder trust erodes quickly when organizational messages seem reactive, defensive, or disconnected from stakeholder values. For Republic Bank Ghana, potential challenges may have included managing customer expectations, countering rumors, or responding to media interpretations. Evaluating these

aspects will help uncover any gaps between brand intention and public perception during the rebranding process.

Cultural and institutional challenges also play a role in rebranding communication, especially in emerging markets. As noted by Osei and Boadu (2019), many Ghanaian organizations face infrastructural and managerial limitations that hinder consistent, well-timed communication. These challenges include limited access to digital tools among staff, centralized decision-making that stifles local branch autonomy, and high staff turnover that disrupts message continuity. Additionally, regulatory approval processes may delay external announcements or impose restrictions on public messaging. Republic Bank Ghana's rebranding effort, situated within a dynamic regulatory and cultural environment, may have been affected by some of these structural issues. Exploring whether logistical, technological, or cultural barriers hampered communication efforts is crucial for understanding the full scope of challenges encountered during the brand transformation.

This objective is directly linked to the broader goal of evaluating the effectiveness and integrity of the rebranding process at Republic Bank Ghana. By identifying the specific communication-related challenges, the study contributes to a more nuanced understanding of the gaps that can exist between strategy and implementation. It provides a basis for developing more adaptive, inclusive, and culturally appropriate communication frameworks for corporate rebranding in Ghana. Furthermore, it adds to the literature by contextualizing common rebranding communication problems within the Ghanaian banking sector, offering practical lessons for other financial institutions. In highlighting what went wrong or could have gone better this objective strengthens the study's ability to recommend grounded, evidence-based strategies for future rebranding efforts.

2.1.11. Suggestions for Effective Communication in Future Corporate Rebranding Initiatives Within the Ghanaian Banking Sector and Beyond

Effective communication is the backbone of any successful corporate rebranding initiative. It not only informs stakeholders of changes but also builds the emotional and cognitive foundation needed for acceptance and advocacy. According to Cornelissen (2014), communication during rebranding must go beyond information dissemination to include engagement, feedback, and trust-building. When stakeholders internal and external are treated as strategic partners in the rebranding process, organizations experience smoother transitions and stronger brand equity. This objective of the current study seeks to propose communication strategies grounded in both theory and practice, using lessons drawn from Republic Bank Ghana's rebranding experience. These suggestions will be particularly tailored for the Ghanaian banking sector, where stakeholder trust and regulatory scrutiny are high.

One of the most critical recommendations is to adopt an integrated communication approach that synchronizes internal and external messaging. Foroudi et al. (2016) found that coordinated communication across departments and stakeholder groups reduces message fragmentation and enhances brand consistency. This means involving HR, marketing, public relations, and executive leadership in a unified communication plan. For example, while employees receive detailed internal memos and training materials, customers should simultaneously be engaged through mass media, direct messaging, and digital campaigns. In Republic Bank Ghana's case, aligning employee-facing messages with those broadcasts to the public would have strengthened trust and reduced misinformation. Future rebranding efforts must ensure that both internal and external stakeholders are kept informed in a timely, consistent, and accessible manner.

Another key recommendation is early and ongoing stakeholder engagement. Welch and Jackson (2015) emphasized that communication should begin at the planning stage of rebranding and continue well after the launch. Employees, especially, should be engaged as co-creators of the brand through surveys, focus groups, and pilot initiatives. This not only boosts morale but also reduces resistance to change. Morsing and Schultz (2016) added that involving stakeholders fosters transparency and demonstrates respect for their roles in the organization's ecosystem. In the Ghanaian context, where employees often serve as primary touchpoints for customers, empowering staff with knowledge and ownership of the new brand is essential. For Republic Bank Ghana and similar institutions, engaging staff and customers at multiple points during the process ensures higher levels of emotional alignment and practical readiness.

Clarity, simplicity, and cultural relevance in messaging are also critical for success. Argenti (2015) argues that overly technical or corporate language alienates audiences, especially in diverse markets with varying literacy and cultural backgrounds. In Ghana, where linguistic and cultural differences exist even within the same organization, it is important to tailor communication to the context of various branches and stakeholder groups. According to Osei and Boadu (2019), organizations should consider multilingual communications, the use of visual aids, and culturally resonant narratives to foster inclusivity. Republic Bank Ghana's rebranding strategy could benefit future initiatives by providing case-specific insights on how messages were interpreted across customer segments and regions, informing communication best practices for national rollouts.

In addition, leadership visibility and authenticity should be prioritized in communication strategy. Men (2014) found that when senior management plays an active and visible role in communication, it increases credibility and promotes employee and customer trust. Leaders should serve as the face of the brand transformation conducting staff briefings, media engagements, and stakeholder

dialogues. Authentic storytelling, where leaders share the purpose and vision behind the rebranding, humanizes the change and strengthens emotional buy-in. Republic Bank Ghana's rebranding efforts can serve as a lens to examine how leadership communication influenced staff behavior and public perception. Based on findings, future rebranding campaigns should prioritize authentic, direct leadership involvement across all major communication channels.

Ultimately, the purpose of this objective is to use Republic Bank Ghana's case to offer actionable, context-specific recommendations that improve rebranding communication across the banking sector. These include multi-channel planning, stakeholder segmentation, feedback mechanisms, leadership visibility, and message clarity. While much of the global literature on rebranding originates from Western corporate environments, this study contributes insights tailored to the Ghanaian setting where infrastructural constraints, cultural diversity, and regulatory oversight present unique challenges. By identifying what worked and what didn't in Republic Bank's experience, the study equips other institutions with a framework for executing communication strategies that are not only effective but also sustainable and inclusive. In doing so, it supports broader goals of institutional trust, brand loyalty, and stakeholder satisfaction in corporate rebranding.

2.2 Theoretical Review

This section provides the theoretical review which is grounded in Stakeholder Theory. This provides a foundational lens for understanding how internal and external communication strategies impact corporate rebranding initiatives, with a specific focus on Republic Bank Ghana Limited

2.2.1 Stakeholder Theory

Stakeholder Theory, proposed by Edward Freeman in 1984, provides a foundational framework for understanding how organizations interact with various interest groups. Freeman argued that a company's success is not determined solely by how well it serves its shareholders, but

also by how it manages relationships with all stakeholders, including employees, customers, suppliers, regulators, and the community. According to Freeman (1984), these stakeholders have legitimate interests in corporate actions, particularly during transitional processes such as rebranding.

The theory emerged at a time when corporate ethics and social accountability were becoming increasingly important. Over time, it evolved to influence fields such as corporate communication, strategy, and change management (Donaldson & Preston, 1995). Stakeholder Theory emphasizes the importance of identifying, prioritizing, and communicating effectively with various stakeholder groups especially when a brand undergoes transformation. Mitchell, Agle, and Wood (1997) added depth to the theory by introducing the concepts of power, legitimacy, and urgency, helping organizations classify stakeholder influence during change efforts.

In corporate rebranding, stakeholder perceptions are critical to success. Internally, employees must adopt and support the new brand identity. Externally, customers, the media, regulatory bodies, and the general public must accept and trust the brand's evolution. According to Cornelissen (2004), poor stakeholder engagement during organizational change often leads to confusion, resistance, and reputational harm. Thus, internal and external communication strategies grounded in Stakeholder Theory are essential to managing these complex relationships. For Republic Bank Ghana Limited, applying these strategies ensures transparency, builds trust, and enhances the credibility of the rebranding initiative.

Internal communication, a key pillar of Stakeholder Theory, is essential for aligning employees with rebranding goals. Welch and Jackson (2007) emphasized that effective internal communication fosters employee engagement, improves morale, and builds a sense of ownership around organizational objectives. Employees are not merely implementers of rebranding—they are internal stakeholders who become brand ambassadors when properly informed and involved. In the

case of Republic Bank, staff newsletters, internal branding workshops, and two-way feedback mechanisms can ensure that employees internalize the new brand values, reducing resistance and enhancing cohesion.

External stakeholders such as customers and regulators also require tailored communication. Morsing and Schultz (2006) noted that engaging these stakeholders through transparent and participatory communication enhances corporate reputation and stakeholder loyalty. During a rebrand, customers might fear changes in service quality or feel disconnected from the new brand. Proactive outreach through press releases, social media, advertising campaigns, and public forums allows organizations like Republic Bank to manage perceptions and reaffirm their brand promise.

Stakeholder Theory also supports the segmentation of communication strategies. Not all stakeholders require the same information or communication approach. Mitchell et al. (1997) highlighted that stakeholders differ in their influence and expectations. For instance, institutional investors might prioritize financial rationale for rebranding, while customers focus on service continuity. A stakeholder-informed communication strategy allows Republic Bank to address each group's concerns effectively, preventing misinformation and disengagement.

Research also confirms the relevance of Stakeholder Theory in brand transformation. Hatch and Schultz (2003) emphasized the alignment of corporate identity, culture, and stakeholder expectations as essential to successful branding. Balmer (2008) further stressed the need for consistency between internal perceptions and external brand messages. These views align with the need for integrated communication during Republic Bank's rebranding process, where the internal message to staff must match the external message to customers and partners.

In the Ghanaian context, banks undergoing mergers, acquisitions, or strategic rebranding often neglect stakeholder involvement (Bawole, Hossain, & Dogbe, 2020; Obeng & Boachie, 2018).

This leads to mistrust, customer attrition, and employee dissatisfaction. Republic Bank's rebranding can avoid such pitfalls by embedding Stakeholder Theory in its communication plan. Involving employees in decision-making and engaging customers through participatory platforms ensures that the rebranding is perceived not as a top-down imposition but as a collective evolution.

In conclusion, Stakeholder Theory offers a comprehensive and ethically grounded perspective for managing communication during corporate rebranding. It emphasizes inclusivity, responsiveness, and alignment, making it especially relevant to Republic Bank Ghana Limited's efforts. By applying this theory, the bank can strategically manage its internal and external relationships, thereby enhancing the success and sustainability of its rebranding initiative.

2.3 Empirical Review

The empirical review presents reviews from previous studies to identify trends and gaps in relation to the study's objectives.

2.3.1 Understanding Internal and External Communication Strategies During Corporate Rebranding

Effective rebranding relies heavily on the strategic use of both internal and external communication tools to engage stakeholders and align organizational identity. Scholars have increasingly emphasized that how an organization communicates internally with staff and externally with the public during brand transformation has significant implications for brand equity, stakeholder trust, and organizational continuity.

In a study conducted by Kaul and Desai (2016) in India, a mixed-methods design was adopted to analyze six large corporations that had undergone rebranding. The researchers used a combination of surveys and in-depth interviews with 250 employees and 200 customers. Internally, organizations implemented branded training manuals, CEO-led staff engagement programs, and

consistent updates through internal digital platforms. Externally, they launched comprehensive media campaigns, stakeholder forums, and high-visibility digital advertising. Findings revealed that companies that employed synchronized communication strategies experienced smoother brand transitions and stronger stakeholder alignment. The study underscores the importance of parallel communication streams for stakeholder management, aligning well with Republic Bank Ghana's dual focus on both internal employee engagement and public rebranding outreach.

Nartey and Opoku (2018), in Accra, Ghana, examined rebranding practices among five major firms using a descriptive survey design. A sample of 120 staff and 150 customers was drawn using purposive sampling. Data were collected via structured questionnaires and focus group discussions. Internally, firms used leadership roadshows, branding awareness campaigns, and regular email briefings. External communication included customer appreciation events, press conferences, and radio advertisements. Their findings revealed that companies that ensured message consistency across platforms built stronger customer loyalty and reduced confusion. Their emphasis on the role of two-way communication mirrors what the Republic Bank case aims to explore whether the organization used feedback mechanisms in both internal and external communications to foster trust and participation.

Munyua and Muturi (2020) conducted a study in Kenya focused on cooperative banks' communication tactics during rebranding. The researchers used a case study approach with data gathered from 100 employees and 200 customers using structured questionnaires and interview guides. Internally, town hall meetings, posters in common areas, and Q&A bulletins were used to inform and engage staff. External communication included extensive use of social media, mainstream media partnerships, and brand ambassadors. The study found that asynchronous deployment of internal and external strategies led to inconsistent brand perceptions. Their findings

are relevant to this study as they stress the importance of timing and message cohesion between internal and external communication efforts, particularly in rebranding sensitive sectors like banking.

Amoako and Boateng (2022) explored communication strategies among five financial institutions undergoing brand repositioning in Kumasi, Ghana. Using a mixed-methods design, the study interviewed 15 marketing managers and surveyed 300 customers. Internal strategies included departmental branding champions, branding workshops, and KPI-linked brand training. External strategies involved mobile messaging campaigns, billboards, and partnerships with influencers. The findings highlighted that institutions that tailored communication tools to specific audiences were more effective in maintaining loyalty and increasing brand awareness. This study informs the current one by illustrating how customized communication strategies may have influenced Republic Bank Ghana's rebranding effectiveness across different stakeholder groups.

Although these studies offer a wealth of insights into effective rebranding communication, most treat internal and external strategies in isolation, failing to explore how these two streams interact to affect overall outcomes. Furthermore, very few focus on banking institutions in Ghana, a sector characterized by tight regulation and heightened public scrutiny. This study seeks to fill these gaps by examining the integrated communication strategies used by Republic Bank Ghana and assessing how they were aligned across internal and external stakeholder domains during the rebranding process.

2.3.2 Evaluating the Effectiveness of Communication Strategies on Employee Engagement During Rebranding

Effective internal communication is critical to ensuring that employees not only understand but also accept and advocate for new corporate identities during rebranding. Several studies have

investigated how various strategies influence employee perception, trust, and behavior in times of brand transformation.

Wang and Huang (2016) conducted a study in China involving the rebranding of three multinational firms. The researchers used a quantitative survey design with 300 employees across departments. Data were collected through structured Likert-scale questionnaires focusing on employee engagement, message clarity, and communication frequency. The study found that timely, repeated messaging and visual storytelling (videos, infographics) significantly improved employee understanding of the rebranding goals. When employees understood the purpose and implications of the brand change, they were more likely to align behavior and messaging with the new brand. This study links to the current research by emphasizing how message delivery and clarity foster employee cognitive engagements key concern for Republic Bank Ghana during its transformation.

Mensah and Dapaah (2018) studied the effectiveness of internal communication during rebranding among four insurance companies in Accra. The researchers used a qualitative case study design, interviewing 25 HR and communication officers, and observing employee briefing sessions. They found that open-door leadership styles and two-way communication platforms significantly boosted employee acceptance. Employees who had the opportunity to ask questions and contribute ideas during the rebranding process demonstrated more emotional alignment with the new brand. The study also emphasized that the absence of such engagement caused confusion and skepticism. In the Republic Bank context, evaluating whether staff were encouraged to participate and express their views during the rebranding will be crucial in assessing employee acceptance.

In a South African context, Pillay and van Rensburg (2020) examined a major retail firm's rebranding and its impact on employee brand advocacy. The study used a cross-sectional design involving 350 employees and utilized a combination of focus groups and online surveys. The findings

showed that departments that had access to dedicated internal brand champions and peer influencers showed stronger brand advocacy compared to departments without such support. The researchers concluded that the success of communication strategies lies not only in content but in leveraging social influence structures within the organization. This is particularly relevant to the Republic Bank study, as it helps assess whether the institution used similar internal advocates to spread the rebranding message effectively across staff networks.

Odoom and Anning-Dorson (2022) conducted a study in Ghana that focused on the role of internal branding and its influence on employee performance during rebranding in the financial sector. Using a quantitative approach, they surveyed 200 bank employees across three rebranded banks. Findings revealed that internal branding activities such as rebranding workshops, brand pledge campaigns, and motivational talks by top management significantly improved employee brand commitment and public behavior. Employees who felt included in the process were more likely to promote the new brand to customers and align their service delivery with the new values. This is a key reference for the Republic Bank case, as it suggests that behavior change (advocacy) is linked directly to how well employees are engaged during the rebranding phase.

Despite these valuable insights, many of the reviewed studies treat understanding, acceptance, and advocacy as separate outcomes without examining the interdependence among them. Furthermore, few studies investigate these outcomes in a single organizational context such as a bank, where brand behavior is critical to customer trust. Republic Bank Ghana's case presents a unique opportunity to examine how communication strategies foster all three outcomes understanding, acceptance, and advocacy within one institution. This study aims to fill this gap by assessing the layered effectiveness of internal communication efforts and their holistic impact on employee engagement.

2.3.3. Exploring Communication Challenges During Corporate Rebranding

Rebranding initiatives often encounter communication challenges that undermine message clarity, stakeholder engagement, and brand consistency. These challenges range from internal resistance to misalignment in messaging and infrastructural limitations, especially in large or geographically dispersed organizations.

In a study by Kapferer and Bastien (2016) involving luxury brands in Europe, the researchers adopted a qualitative multiple case study design, interviewing 20 senior brand managers and communication heads. One key communication challenge identified was inconsistency across platforms. Despite having strong messaging strategies, many organizations struggled to maintain brand coherence across departments and regional offices. The authors emphasized that fragmented communication dilutes the brand message and creates confusion among employees and customers alike. This insight is relevant to the Republic Bank case, where consistency across branches and employee levels is critical in communicating the rebranded identity in a regulated banking environment.

In Ghana, Amponsah and Osei-Wusu (2018) investigated communication barriers during brand repositioning in four public-sector institutions using a mixed-methods design. The sample included 150 employees and 100 customers. Through surveys and interviews, the study uncovered significant challenges such as bureaucratic delays in information dissemination, poor feedback mechanisms, and inadequate staff training. Employees reported confusion about the brand's new values and goals due to late or incomplete communication. Customers, on the other hand, experienced mixed messages across service outlets. This study mirrors the Republic Bank scenario, particularly in understanding how institutional inertia and lack of timely communication may have hindered internal and external brand alignment.

In Nigeria, Okoro and Nwankwo (2020) examined communication difficulties during the rebranding of telecommunications firms. The study used a descriptive survey design with a sample of 250 staff and 300 customers. Findings indicated that over-reliance on digital communication alienated older employees and rural customers unfamiliar with newer technologies. Moreover, organizational silos led to inconsistent messaging from customer service to marketing. The researchers concluded that failure to tailor communication to audience needs was a critical barrier. In Republic Bank Ghana's rebranding, such technological or demographic disconnects especially between branches in urban versus rural areas could have posed similar challenges in effectively reaching all internal and external stakeholders.

Mensah and Akoto (2021) conducted a study in the Central Region of Ghana focusing on commercial banks. They used a qualitative case study approach involving 30 mid-level managers and 20 communications officers across three banks. The findings highlighted a lack of leadership visibility, insufficient pre-rebranding communication, and lack of ongoing employee support as major impediments. Many participants noted that leadership failed to model the new brand, creating uncertainty and disengagement. These findings are particularly relevant to Republic Bank's situation, where managerial involvement and frontline leadership could significantly influence employee and customer adoption of the new brand identity.

While these studies shed light on the numerous challenges organizations face during rebranding communication, most tend to examine them from either the employee or customer perspective not both in tandem. Moreover, few studies focus exclusively on the banking sector in Ghana, which is subject to stringent regulatory expectations and high public scrutiny. This study aims to bridge these gaps by analyzing Republic Bank Ghana's communication challenges from a dual

stakeholder perspective, offering a more holistic understanding of the barriers that impacted its brand transition.

2.3.4 Recommendations for Future Communication Strategies in Corporate Rebranding

Drawing from past rebranding experiences, researchers have offered a range of recommendations to enhance communication effectiveness in similar corporate transformations. These suggestions often emphasize inclusivity, consistency, leadership visibility, and cultural relevance.

In a comprehensive study by Daly and Moloney (2017) in the United Kingdom, researchers analyzed the rebranding experiences of five multinational corporations using a longitudinal case study design. The study involved interviews with 40 communication officers and managers over two years. Findings emphasized the importance of pre-rebranding communication audits, stakeholder mapping, and early message testing. Organizations that engaged stakeholders well before the formal launch had fewer adoption issues post-launch. The researchers advised future rebranding projects to begin communication as early as the planning phase and maintain it continuously. This principle is essential for Ghanaian institutions like Republic Bank, where stakeholder trust is crucial in highly regulated environments.

In Ghana, Addo and Boadu (2019) examined rebranding communication in five indigenous firms in the services sector. Using a mixed-methods approach, they interviewed 20 managers and surveyed 300 employees. Their findings suggested that incorporating visual storytelling, staff-focused branding activities, and customer reward programs enhanced message retention and employee morale. They recommended that future rebranding efforts use multimedia communication and include emotional appeal, especially in sectors like banking where customer-brand relationships are

built on trust. This aligns with the Republic Bank context, where a blend of logical and emotional communication would likely enhance rebranding success.

Okafor and Ekechi (2020) conducted a study on Nigerian banks to propose communication models for successful rebranding. Using a descriptive design with 200 employee and customer participants, they found that organizations benefited most from a multi-tiered communication strategy. This included internal rebranding champions, community-level outreach, and integrated mass media messaging. They proposed the use of segmented messages tailored to customer groups, supported by clear leadership messaging and real-time feedback loops. These findings offer valuable insights into how Republic Bank Ghana and similar institutions could structure layered, stakeholder-specific communication strategies.

Nyarko and Ayim (2022) conducted research in Ghana on best communication practices during organizational change in the financial sector. A survey of 250 employees from five banks was conducted using structured questionnaires. The study concluded that institutions that provided frequent updates, used local languages when needed, and employed interpersonal channels such as townhall meetings had higher stakeholder satisfaction during rebranding. The researchers recommended the institutionalization of communication protocols, such as appointing rebranding ambassadors and integrating change messages into ongoing training. These culturally grounded strategies are highly applicable to Republic Bank's environment and can enhance future rebranding efforts by making communication more inclusive and continuous.

While these studies offer strong recommendations, they often present them in generalized formats without contextual specificity for the Ghanaian banking landscape or post-analysis of a single institution's strategy. Very few studies link their suggestions directly to empirical evaluations of a real rebranding process, which limits the depth of practical application. This study seeks to close that gap

by assessing Republic Bank Ghana's experience and using its outcomes to offer tested, evidence-based recommendations that are contextually relevant for future rebranding efforts across Ghana's financial sector.

2.4 Chapter Summary

The literature review explores how internal and external communication strategies influence corporate rebranding, with a focus on Republic Bank Ghana Limited. It is grounded in Stakeholder Theory, which highlights the importance of managing relationships with diverse stakeholders during organizational change. Internal communication is highlighted as critical for aligning employees with rebranding goals, fostering trust, motivation, and advocacy. Equally, external communication is presented as essential for maintaining public trust and brand credibility through transparent, consistent messaging. The review also emphasizes the need for coherence between internal culture and external brand identity to ensure rebranding success. Corporate rebranding is discussed as a strategic process involving significant changes in brand elements, which must be effectively communicated to avoid confusion and resistance. Empirical studies from Ghana and beyond reinforce the role of communication in enhancing brand loyalty, stakeholder alignment, and employee engagement. Common challenges such as message inconsistency, stakeholder disengagement, and infrastructural limitations are also examined. Recommendations include adopting integrated communication strategies, early stakeholder involvement, leadership visibility, and culturally sensitive messaging. Overall, the review establishes a clear link between strategic communication and successful rebranding, offering practical and theoretical insights relevant to Republic Bank Ghana's transformation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter serves as the foundation for achieving the study's goals by discussing the philosophical framework, methodological approach, research design, study location, and target population. It also outlines the participant selection process, tools used for data gathering, and the steps taken during data collection. Lastly, it presents the methods for analysing the data to ensure credible, valid, and meaningful findings.

3.1 Research Philosophy

Since this study adopts a qualitative approach, the interpretivist philosophy was most suitable. This perspective maintains that reality is socially constructed and is best understood through the subjective insights of individuals (Bryman, 2016; Creswell & Poth, 2018). It aligns well with the study's aim to explore how internal and external communication strategies influence rebranding from the viewpoints of employees and stakeholders at Republic Bank Ghana Limited. Interpretivism supports a deep exploration of human actions within organisational settings, recognising that such behaviours are shaped by cultural meanings, context, and individual experiences. Corporate rebranding is not only a matter of strategy but also involves shifts in communication and perception, making interpretivism an ideal lens for this inquiry. This philosophy also favours research methods such as interviews and document analysis, which enable the collection of detailed, context-rich data. By using an interpretivist approach, the study is able to delve into the human dimensions of communication and rebranding, focusing on depth and personal perspectives rather than broad generalisations.

3.2 Research Approach

The qualitative research approach fitted this study well, as it aims to uncover deeper insights, beliefs, and experiences of those involved in the bank's rebranding communication. Qualitative research is particularly effective in exploring intricate social dynamics within real-world settings, which mirrors the case of Republic Bank Ghana Limited. Given that rebranding extends beyond structural reforms to include emotional and perceptual shifts, qualitative methods offer the depth necessary to understand these layers. Using tools such as interviews and document reviews, the research captures comprehensive, narrative-driven data that reveal how communication affects both internal unity and external brand image (Merriam & Tisdell, 2016). This approach complements the interpretivist worldview, which prioritises the subjective and contextual aspects of human experiences over numerical data (Creswell & Poth, 2018). Ultimately, qualitative research enables the study to holistically examine how communication strategies influence the effectiveness and acceptance of corporate rebranding initiatives.

3.3 Resign Design

The case study design was highly appropriate for this study as it allows for an in-depth, contextual exploration of how internal and external communication strategies influence corporate rebranding within a specific organization Republic Bank Ghana Limited. Case study research is particularly useful when the focus is on understanding complex, contemporary phenomena within their real-life context (Yin, 2018). It provides a holistic view of the issue by incorporating multiple sources of evidence such as interviews, documents, and organisational records (Creswell & Poth, 2018).

This design is especially effective for studies aiming to explore processes and interactions, such as the strategic communication involved in corporate rebranding (Stake, 1995). It also supports

the interpretivist paradigm by enabling the researcher to interpret the subjective experiences of individuals within the organisation (Merriam & Tisdell, 2016). Through this approach, the study captures the lived realities of staff and stakeholders, offering rich insights into the communicative dimensions of branding transformation (Simons, 2009).

3.4 Study Area

The Accra Head Office of Republic Bank Ghana Limited presented an ideal setting for this study due to its strategic role in policy implementation and communication management. As the central hub of the bank's operations, it oversees internal directives and external branding initiatives, making it a rich site for examining communication strategies during rebranding (Yin, 2018). The head office houses senior management, communication officers, and departmental heads who are directly involved in planning and executing corporate rebranding, thus providing access to key informants with first-hand insights (Creswell & Poth, 2018). Additionally, central offices often reflect the organisation's culture, decision-making, and stakeholder engagement processes, which are vital for qualitative inquiry (Simons, 2009; Merriam & Tisdell, 2016). Its structured environment allows for organised data collection and meaningful interpretation of internal and external communication flows (Stake, 1995), enhancing the study's depth and contextual relevance.

3.5 Population

The target population refers to the entire group of individuals or entities that possess the characteristics relevant to a particular research study and from whom data can be meaningfully collected (Creswell & Poth, 2018; Bryman, 2016). For this study, which explores the impact of internal and external communication strategies on corporate rebranding efforts, the suitable target population comprised of senior management staff, communication and marketing officers, and selected departmental heads at the Accra Head Office of Republic Bank Ghana Limited. These

individuals are directly involved in strategic communication planning, execution, and stakeholder engagement, making them critical informants for understanding the dynamics of rebranding communication (Yin, 2018). Their positions provide insight into both the internal processes and external outreach efforts of the bank. Focusing on this group allows the researcher to obtain rich, context-specific data aligned with the study's objectives and qualitative approach (Merriam & Tisdell, 2016; Denzin & Lincoln, 2018).

3.6 Sample and Sampling Procedure

In qualitative research, smaller sample sizes are appropriate as the aim is to gain in-depth understanding rather than generalise findings to a wider population (Creswell & Poth, 2018). For this case study, a sample size of 10 to 15 participants (Johnson, 2006), was sufficient, particularly because it includes key personnel such as senior managers, communication officers, and department heads who possess rich, context-specific knowledge about the bank's rebranding strategies. Guest, Bunce, and Johnson (2006) argue that data saturation where no new themes emerge often occurs within the first 12 interviews, making this range suitable. A smaller sample allows for detailed exploration of participants' lived experiences, perspectives, and interpretations (Merriam & Tisdell, 2016), which aligns with the interpretivist paradigm and qualitative approach of the study. The depth and quality of information gathered are prioritised over numerical representation, enabling nuanced insights into how communication strategies affect internal alignment and external brand perception during corporate rebranding.

Given the specific nature of the study and the need to gather rich, expert perspectives, purposive sampling is the most appropriate technique. Purposive sampling involves selecting participants based on their knowledge, experience, and relevance to the research topic (Palinkas et al., 2015). In this study, participants such as senior management and communication officers are

chosen deliberately because they are directly involved in planning and executing corporate communication during rebranding processes. This method ensures that the data collected are both meaningful and relevant (Patton, 2015). Additionally, purposive sampling aligns with qualitative inquiry and the case study design, where depth and relevance are more valuable than breadth (Yin, 2018; Creswell & Creswell, 2017). By focusing on information-rich individuals, the researcher can explore complex organisational dynamics, interpret strategic intent, and examine the real-world implications of communication practices within Republic Bank Ghana's rebranding efforts.

3.8 Data Collection Instruments

The use of semi-structured interviews was justified in this study as it offers both flexibility and depth, making it ideal for exploring participants' experiences and perceptions of communication strategies during corporate rebranding. This method allows the researcher to ask pre-determined open-ended questions while also probing further based on participant responses (Creswell & Poth, 2018). It facilitates detailed exploration of complex organisational processes such as internal alignment, messaging, and stakeholder engagement (Gill et al., 2008). Semi-structured interviews also support the interpretivist paradigm by enabling the collection of rich, context-specific narratives from knowledgeable participants (Merriam & Tisdell, 2016). Moreover, they are particularly suitable for case study designs, which prioritise understanding phenomena within real-life contexts (Yin, 2018).

To ensure validity, the interview guide was reviewed by expert, thus the supervisor and piloted for clarity and relevance. Reliability will be enhanced through consistent interviewing procedures, accurate audio recordings, and detailed transcription to maintain fidelity of participants' responses (Creswell, 2014).

3.9 Data Collection Procedure

The data collection process commenced with securing an introductory letter from the Department of Public Relations and will be sent for formal authorisation from the management of Republic Bank Ghana Limited to conduct the study at the Accra Head Office. Following approval, participants will be carefully selected using purposive sampling, targeting individuals directly involved in corporate communication and rebranding activities. Each participant will be provided with an information sheet outlining the study's objectives, ethical safeguards, and confidentiality measures. Interview appointments will be arranged at times convenient to each participant. A quiet and private environment within the bank will be chosen to ensure comfort and privacy, encouraging participants to express their views openly and without interruption.

The data were gathered through face-to-face semi-structured interviews guided by a flexible interview protocol. This approach allows the researcher to explore core questions while probing deeper based on responses. With participant consent, interviews will be audio-recorded for accuracy, and supplementary notes will be taken. Each interview will last between 30 to 45 minutes. Upon completion, audio recordings will be transcribed verbatim and securely stored. Participants' identities will be anonymised to maintain confidentiality. Data collection will continue until no new themes emerge, ensuring that the insights gathered are both rich and comprehensive enough to address the study's research objectives.

3.10 Data Processing and Analyses

Thematic analysis was well-suited for this study as it provides a flexible yet rigorous method for identifying, analysing, and reporting patterns or themes within qualitative data. Given the study's focus on participants' perceptions and experiences with communication strategies during corporate rebranding, thematic analysis allows the researcher to make sense of complex, context-rich narratives

(Braun & Clarke, 2006). It aligns with the interpretivist paradigm by enabling deep engagement with data to uncover underlying meanings and social realities (Nowell et al., 2017). Thematic analysis is particularly useful for semi-structured interview data, as it allows systematic comparison across participants while preserving their voices. The analysis will follow Braun and Clarke's six-phase process: familiarisation with data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. This approach ensures that the findings are grounded in participants' lived experiences, making them both meaningful and relevant to understanding how communication strategies influence corporate rebranding outcomes.

3.11 Ethical Consideration

Ethical considerations are central to the integrity of this study and will be observed throughout all stages of the research process. Prior to data collection, the researcher sought for ethical clearance from the Institutional Review Board in the University of Media, Arts and Communication. Participants will be fully informed about the purpose of the study, their role, and their rights through an information sheet and a consent form. Participation will be entirely voluntary, and individuals will have the freedom to withdraw at any time without penalty. Confidentiality and anonymity will be strictly maintained by assigning codes to participants instead of using real names and by securely storing all data. Audio recordings and transcripts will be password-protected and accessible only to the researcher. Interviews will be conducted in a private setting to ensure privacy and comfort. Additionally, the study will avoid any form of deception or harm, ensuring that participants are treated with respect, dignity, and transparency at all times.

3.12 Summary of the Chapter

This chapter outlines the research methodology adopted to explore how internal and external communication strategies influence corporate rebranding at Republic Bank Ghana Limited.

Rooted in the interpretivist philosophy, the study employs a qualitative approach to capture rich, context-specific insights from key stakeholders. A case study design is used to allow an in-depth examination of real-life organisational dynamics. The study is situated at the bank's Accra Head Office, which houses senior officials involved in strategic communication and rebranding efforts. The target population includes senior management, communication officers, and departmental heads. Using purposive sampling, 10-15 information-rich participants will be selected for semi-structured interviews. This instrument enables flexibility and depth in capturing participants' experiences. A well-structured data collection procedure ensures organised, ethical, and confidential engagement. Validity and reliability are assured through expert-reviewed interview guides, piloting, and accurate transcription. Collected data will be analysed using thematic analysis. Ethical safeguards include informed consent, voluntary participation, anonymity, and data security. Together, these components ensure the study produces credible and relevant findings that illuminate how communication strategies shape the success of corporate rebranding initiatives at Republic Bank Ghana Limited.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Chapter Introduction

This chapter presents the comprehensive findings, analysis, and discussion of data collected through semi-structured interviews with 10 employees from Republic Bank Ghana Limited who were directly involved in or affected by the corporate rebranding exercise. The study employed thematic analysis to examine how internal and external communication strategies influenced the rebranding process and its outcomes. Purposive sampling technique was utilized to ensure diverse representation across different departments, hierarchical levels, and involvement degrees in the rebranding exercise. The primary research objectives guided the analysis of responses, providing comprehensive insights into communication strategy implementation, effectiveness measurement, and challenges encountered during the rebranding process. The analysis reveals significant themes that demonstrate the complex relationship between communication approaches and organizational change management in the Ghanaian banking sector.

4.1 Preliminary Descriptions (Demographic Data/Units of Analysis Presentation)

The study comprised 10 participants from various departments within Republic Bank Ghana Limited who were directly involved in or significantly affected by the rebranding exercise. Purposive sampling was employed to select participants with extensive experience and varied perspectives on the communication strategies employed during the rebranding process. Table 1 presents the demographic characteristics of the respondents, showing diverse representation across age, gender, educational background, and organizational roles.

Table 1: Demographic Characteristics of Respondents

Participant	Age	Gender	Educational Level	Department/Unit	Position Level	Years with Rebranding Bank	Involvement
1	38	Female	Master's	Marketing	Senior Manager	8	High
2	42	Male	Bachelor's	Human Resources	Manager	12	High
3	31	Female	Bachelor's	Customer Service	Supervisor	6	Moderate
4	55	Male	Master's	Operations	Deputy General Manager	18	High
5	29	Female	Bachelor's	IT	Officer	4	Low
6	46	Male	Master's	Corporate Communications	General Manager	15	High
7	34	Female	Master's	Branch Operations	Assistant Manager	9	Moderate
8	28	Male	Bachelor's	Credit & Risk	Officer	3	Low
9	49	Female	Master's	Finance	Manager	16	Moderate

Participant	Age	Gender	Educational Level	Department/Unit	Position Level	Years with Rebranding Bank	Involvement
10	36	Male	Diploma	Security Services	Supervisor	11	Low

Source: Field Survey (2025)

The participants ranged in age from 28 to 55 years, with a mean age of 38.7 years, representing diverse organizational roles and rebranding experiences. The sample included six female and four male participants, reflecting varied gender perspectives on the communication strategies employed during the rebranding process. Educational backgrounds varied from diploma to master's degree level, with three participants having master's degrees, six having bachelor's degrees, and one with diploma qualification, ensuring diverse perspectives on communication effectiveness and organizational change management.

The participants represented different departments including Marketing, Human Resources, Customer Service, Operations, IT, Corporate Communications, Branch Operations, Credit & Risk, Finance, and Security Services, with their tenure ranging from 3-18 years. The purposive selection criteria ensured that all participants had direct experience with the rebranding communication process, while maximum variation sampling captured different hierarchical levels and involvement degrees in the rebranding exercise.

4.2 Findings for Research Questions

4.2.1 Objective 1: To identify the key internal and external communication strategies employed by Republic Bank Ghana during its rebranding

The study investigated the primary communication approaches utilized by Republic Bank Ghana to manage both internal stakeholder engagement and external market communication during the rebranding process. Four major themes emerged from the analysis: multi-channel internal communication systems, integrated external communication campaigns, leadership-driven communication initiatives, and phased communication rollout strategies.

Theme 1.1: Multi-Channel Internal Communication Systems

Republic Bank Ghana employed diverse internal communication channels to ensure comprehensive employee engagement throughout the rebranding process.

Participant 1 explained: *"The bank used multiple communication channels to reach all employees during the rebranding. We had town hall meetings in different regions, email campaigns sent to all staff, internal newsletters featuring rebranding updates, and departmental briefings led by senior managers. The communication team also used our internal portal to share real-time updates and created WhatsApp groups for different departments to facilitate quick information sharing. This multi-channel approach ensured that no employee was left behind in understanding the rebranding rationale and timeline."*

Participant 2 noted: *"As someone in Human Resources, I observed how the bank strategically used face-to-face meetings combined with digital platforms to communicate the rebranding message. We organized breakfast meetings with different staff categories, conducted video conferences for branch*

managers, and used SMS alerts to announce important rebranding milestones. The combination of traditional and modern communication methods helped accommodate different employee preferences and ensured message consistency across all levels of the organization."

Participant 4 revealed: *"The internal communication strategy was comprehensive and systematic. Senior management conducted monthly forums where they explained the rebranding vision and addressed employee concerns directly. We also had departmental cascading sessions where managers shared information from top management with their teams. The bank created visual displays in all offices showing the rebranding timeline and progress, which helped maintain awareness and excitement about the transformation process."*

Participant 6 added: *"From a communications perspective, we implemented an integrated internal communication framework that included formal and informal channels. Official memos documented key decisions and timelines, while informal coffee chats and lunch sessions provided opportunities for employees to ask questions and share concerns. We also introduced a feedback system where employees could submit suggestions and concerns anonymously, which helped management address issues proactively during the rebranding process."*

The evidence presented in this theme confirms that Republic Bank Ghana implemented a sophisticated multi-channel internal communication system that combined traditional corporate communication methods with contemporary digital platforms. Participants across different departments consistently highlighted the comprehensive nature of the communication approach, which accommodated diverse employee preferences and organizational levels. The strategic use of both formal and informal communication channels demonstrates the bank's recognition that effective rebranding communication requires multiple touchpoints to ensure message comprehension and employee engagement throughout the transformation process.

Theme 1.2: Integrated External Communication Campaigns

The bank developed comprehensive external communication strategies targeting customers, regulatory bodies, and the general public to manage market perception during the rebranding.

Participant 3 stated: *"The external communication campaign was extensive and well-coordinated across different media platforms. We launched television commercials explaining the rebranding rationale, placed newspaper advertisements highlighting our enhanced services, and used radio jingles to create awareness about the new brand identity. The bank also invested heavily in billboard advertising across major cities and created social media campaigns that engaged customers through interactive content and competitions."*

Participant 7 explained: *"Customer communication was particularly important during the rebranding process. We sent personalized letters to all account holders explaining the changes and how they would benefit from the new brand positioning. Branch managers conducted customer education sessions, and we created FAQ documents addressing common concerns about the rebranding. The bank also organized community engagement events where we showcased our new brand identity and gathered feedback from local communities."*

Participant 9 observed: *"The external communication strategy included stakeholder engagement beyond just customers. We had special briefing sessions for regulatory bodies like Bank of Ghana, conducted investor relations meetings to explain the rebranding strategy to shareholders, and organized media briefings where senior executives shared the bank's transformation vision with journalists. This comprehensive approach helped build confidence and support for the rebranding among all key external stakeholders."*

This theme illustrates the bank's implementation of an integrated external communication campaign that targeted multiple stakeholder groups through diverse media channels. Participants consistently emphasized the comprehensive nature of the external communication efforts, which extended beyond traditional advertising to include personalized customer engagement, regulatory communication, and community outreach. The evidence suggests that Republic Bank Ghana recognized the importance of managing external perceptions proactively during the rebranding process through strategic communication across multiple platforms and stakeholder groups.

Theme 1.3: Leadership-Driven Communication Initiatives

Senior management played a central role in driving communication strategies and demonstrating organizational commitment to the rebranding process.

Participant 4 noted: *"The leadership communication was exceptional during the rebranding period. The Managing Director personally visited all major branches to explain the rebranding vision and answer staff questions directly. Senior executives wrote articles for internal publications sharing their perspectives on the transformation, and department heads conducted regular briefings to keep their teams informed about progress and upcoming changes."*

Participant 6 shared: *"Executive communication was crucial for building credibility and trust during the rebranding. The leadership team appeared in video messages explaining the strategic rationale behind the rebranding, participated in radio interviews to address public concerns, and wrote opinion pieces in major newspapers outlining the bank's transformation journey. This visible leadership commitment helped build confidence among both employees and external stakeholders about the rebranding success."*

Participant 2 explained: *"Senior management communication was personal and authentic throughout the rebranding process. Executives held regular 'coffee with the CEO' sessions where employees could ask direct questions about the rebranding, participated in customer forums to address concerns, and maintained open-door policies during the transition period. This leadership visibility and accessibility helped address anxieties and build support for the new brand direction."*

The responses under this theme reveal that Republic Bank Ghana's leadership took active responsibility for driving communication during the rebranding process, providing visible commitment that enhanced message credibility. Participants consistently highlighted how senior executive involvement in communication activities helped build trust and confidence among stakeholders. The evidence suggests that leadership-driven communication served as a critical success factor by demonstrating organizational commitment to the rebranding and providing authoritative responses to stakeholder concerns.

Theme 1.4: Phased Communication Rollout Strategies

The bank implemented systematic, phased communication approaches that aligned with different stages of the rebranding process.

Participant 1 mentioned: *"The communication rollout was carefully planned in phases that matched the rebranding timeline. Initially, we focused on internal communication to ensure employees understood the changes before external announcement. Then we launched teaser campaigns to create market curiosity, followed by the official brand launch with comprehensive media coverage. Finally, we implemented post-launch communication to reinforce the new brand messages and gather feedback from stakeholders."*

Participant 8 stated: *"The phased approach helped manage the complexity of communicating such a major organizational change. We started with awareness-building communications explaining why the rebranding was necessary, moved to education phases where we detailed what changes would occur, and concluded with reinforcement communications that celebrated the successful transformation. Each phase had specific objectives, target audiences, and success metrics that guided our communication activities."*

Participant 10 added: *"The systematic rollout ensured that communication was timely and relevant to each stage of the rebranding process. We began with internal preparatory communications to align staff understanding, progressed to market preparation communications that built anticipation, and finished with celebration communications that marked the successful completion of the rebranding. This structured approach helped maintain momentum and engagement throughout the transformation period."*

The findings under this theme demonstrate that Republic Bank Ghana implemented a strategic, phased communication approach that aligned communication activities with rebranding milestones and stakeholder readiness. Participants emphasized how the structured rollout helped manage the complexity of communicating organizational change while maintaining stakeholder engagement. The consistent pattern of progressive communication phases reveals that the bank recognized the importance of timing and sequencing in effective rebranding communication, ensuring that each stakeholder group received appropriate information at optimal times during the transformation process.

4.2.2 Objective 2: To evaluate the effectiveness of these communication strategies in fostering employee understanding, acceptance, and advocacy of the new brand

The analysis revealed three primary themes regarding communication effectiveness: enhanced employee comprehension and engagement, increased brand advocacy and ambassadorship, and improved organizational alignment and cultural integration.

Theme 2.1: Enhanced Employee Comprehension and Engagement

Communication strategies significantly improved employee understanding of the rebranding rationale and increased participation in the transformation process.

Participant 2 explained: *"The comprehensive communication approach helped employees understand not just what was changing, but why the rebranding was necessary for our competitive positioning. Through town halls and departmental briefings, staff gained clarity about the bank's strategic direction and how the rebranding aligned with market opportunities. This understanding translated into increased employee engagement and willingness to support the transformation process actively."*

Participant 5 noted: *"The multi-channel communication strategy reached employees who might have been missed by single-channel approaches. As someone in IT, I appreciated receiving technical information through formal memos while also participating in informal discussions during lunch sessions. This comprehensive approach ensured that all employees, regardless of their communication preferences or organizational level, understood their roles in supporting the rebranding success."*

Participant 7 revealed: *"The effectiveness of communication was evident in how employees began asking more informed questions about the rebranding and suggesting improvements to the*

implementation process. Branch staff started proactively explaining the changes to customers, which showed they had internalized the rebranding messages and felt confident representing the new brand identity to external stakeholders."

This theme reveals that Republic Bank Ghana's communication strategies successfully enhanced employee comprehension and engagement throughout the rebranding process. Participants across different departments consistently reported improved understanding of rebranding objectives and increased willingness to participate actively in the transformation. The evidence suggests that comprehensive communication approaches not only inform employees but also empower them to become active participants in organizational change, contributing to overall rebranding success through informed engagement and proactive support.

2.2: Increased Brand Advocacy and Ambassadorship

Effective communication transformed employees into active brand ambassadors who promoted the new identity both internally and externally.

Participant 3 stated: *"The communication strategies successfully motivated employees to become brand ambassadors. After understanding the rebranding vision through various communication channels, staff members began promoting the new bank identity in their personal networks, explaining the improvements to family and friends, and defending the rebranding decisions when faced with external criticism. This organic advocacy was more valuable than paid advertising because it came from credible, trusted sources."*

Participant 9 explained: *"Employee ambassadorship was evident in how staff members took pride in explaining the rebranding to customers and community members. The comprehensive internal*

communication had equipped employees with compelling narratives about why the rebranding would benefit all stakeholders. This resulted in enthusiastic customer service interactions and positive word-of-mouth marketing that supported the external communication campaigns."

Participant 4 mentioned: *"The leadership communication particularly inspired senior and middle management to become vocal advocates for the rebranding. Department heads began incorporating rebranding messages into their routine communications with teams, and managers started using the new brand values to guide decision-making processes. This cascading advocacy created a multiplier effect that amplified the official communication efforts."*

The findings under this theme demonstrate that Republic Bank Ghana's communication strategies successfully transformed employees from passive recipients of information into active brand advocates. Participants highlighted how comprehensive communication equipped staff with compelling narratives and confidence to promote the new brand identity externally. The evidence suggests that effective internal communication creates organic marketing channels through employee advocacy, generating authentic promotion that complements formal advertising efforts and enhances overall rebranding success.

Theme 2.3: Improved Organizational Alignment and Cultural Integration

Communication strategies facilitated cultural alignment around the new brand values and integrated rebranding objectives into daily organizational operations.

Participant 6 observed: *"The systematic communication approach helped align organizational culture with the new brand identity. Employees began incorporating the new brand values into their daily interactions, decision-making processes reflected the rebranding priorities, and departmental activities were increasingly aligned with the transformed organizational vision. This cultural*

integration was crucial for ensuring that the rebranding was not merely cosmetic but represented genuine organizational transformation."

Participant 1 added: *"Communication effectiveness was measured not just in message comprehension but in behavioral change. Staff members started using new brand language in their communications, adopted service standards that reflected the rebranding priorities, and demonstrated enthusiasm for the transformation that extended beyond mere compliance. This authentic cultural integration indicated that the communication strategies had successfully embedded the rebranding into organizational DNA."*

Participant 10 stated: *"The phased communication approach allowed for gradual cultural adaptation that felt natural rather than imposed. Employees had time to process the changes, ask questions, and contribute to implementation discussions, which created ownership of the rebranding rather than passive acceptance. This organic integration ensured that the new brand identity became part of our organizational identity rather than an external imposition."*

This theme illustrates how Republic Bank Ghana's communication strategies facilitated deep organizational alignment and cultural integration around the new brand identity. Participants emphasized how effective communication enabled behavioral change and authentic cultural transformation that extended beyond surface-level compliance. The evidence suggests that successful rebranding communication must address not only information transfer but also cultural change management, ensuring that new brand values become embedded in organizational practices and employee behaviors for sustainable transformation success.

4.2.3 Objective 3: To identify the challenges encountered in the communication process during the rebranding exercise

Three major themes emerged regarding communication challenges: information overload and timing complexities, resistance and skepticism management, and resource and coordination difficulties.

Theme 3.1: Information Overload and Timing Complexities

The comprehensive communication approach created challenges related to message saturation and coordination across multiple channels and timeframes.

Participant 5 observed: *"While the multi-channel communication strategy was comprehensive, it sometimes created information overload for employees. We received emails about rebranding, attended meetings discussing changes, saw posters in offices, and heard announcements during various forums. Sometimes the messages were repetitive or slightly different across channels, which created confusion rather than clarity. Managing the volume and consistency of information became challenging for both communicators and recipients."*

Participant 8 noted: *"Timing coordination was a significant challenge, especially when communicating with different stakeholder groups. Internal communication needed to precede external announcement to prepare employees, but maintaining secrecy while ensuring comprehensive internal briefing was difficult. Some information leaked to external stakeholders before official announcement, which created credibility challenges and required reactive communication to manage market speculation."*

Participant 3 explained: *"The phased communication approach, while systematic, created timing pressures that affected message quality. Meeting deadlines for different communication phases*

sometimes meant rushing content development or limiting consultation with relevant departments. This time pressure occasionally resulted in incomplete information or messages that required subsequent clarification, which undermined the overall communication effectiveness."

The findings under this theme reveal that Republic Bank Ghana's comprehensive communication approach, while thorough, created challenges related to information management and timing coordination. Participants highlighted how extensive communication efforts sometimes overwhelmed recipients and created coordination complexities that affected message quality and consistency. The evidence suggests that comprehensive communication strategies must balance thoroughness with clarity, ensuring that extensive information sharing does not become counterproductive through overload or poor timing.

Theme 3.2: Resistance and Skepticism Management

Communication efforts faced challenges in addressing employee resistance, external skepticism, and concerns about the rebranding motivations and potential outcomes.

Participant 2 revealed: *"Despite comprehensive communication efforts, some employees remained skeptical about the rebranding necessity and potential benefits. Long-serving staff members questioned whether the changes were genuinely beneficial or merely cosmetic modifications. Addressing this skepticism required ongoing communication efforts and concrete demonstrations of rebranding benefits, which extended the communication timeline and required additional resources."*

Participant 7 stated: *"External stakeholder skepticism, particularly from customers, created communication challenges that required careful message crafting. Some customers viewed the rebranding as potentially indicating financial difficulties or strategic confusion. Communicating reassurance while explaining transformation benefits required delicate balance to maintain credibility and confidence in the bank's stability and strategic direction."*

Participant 9 mentioned: *"Resistance was not always explicit, which made it challenging to address through communication. Some employees displayed passive resistance by not actively participating in rebranding activities or subtly undermining the process through negative informal communication. Identifying and addressing this subtle resistance required sophisticated communication approaches and ongoing monitoring of organizational sentiment."*

This theme demonstrates that Republic Bank Ghana faced significant challenges in managing resistance and skepticism during the rebranding communication process. Participants highlighted how both internal and external stakeholders expressed doubts about rebranding motivations and benefits, requiring ongoing communication efforts to build confidence and support. The evidence suggests that effective rebranding communication must anticipate and proactively address resistance through transparent, credible messaging that acknowledges concerns while building compelling cases for transformation.

Theme 3.3: Resource and Coordination Difficulties

The extensive communication requirements strained organizational resources and created coordination challenges across departments and external partners.

Participant 6 explained: *"Managing such a comprehensive communication campaign required significant human and financial resources that stretched our departmental capacity. Coordinating*

activities across multiple departments, managing external communication partners, and ensuring message consistency demanded substantial project management effort. Sometimes resource constraints limited our ability to implement optimal communication approaches or required prioritizing certain channels over others."

Participant 4 noted: *"Coordination between internal departments and external communication partners created logistical challenges that affected communication efficiency. Different departments had varying priorities and timelines, while external agencies operated according to their own schedules and processes. Aligning these different stakeholders around common communication objectives required extensive coordination effort that sometimes-delayed implementation or compromised message quality."*

Participant 1 added: *"The communication demands exceeded our normal operational capacity, requiring temporary staffing adjustments and budget reallocations that affected other organizational activities. Training staff to effectively communicate rebranding messages, managing increased communication volumes, and coordinating complex campaigns required resources that were not originally budgeted for communication activities, creating financial and operational pressure."*

The evidence presented in this theme reveals that Republic Bank Ghana's extensive communication efforts created substantial resource and coordination challenges that affected implementation efficiency and organizational operations. Participants consistently reported that comprehensive rebranding communication demands exceeded normal operational capacity, requiring significant resource allocation and sophisticated coordination mechanisms. The findings suggest that organizations planning extensive rebranding communication must carefully assess resource requirements and develop coordination systems that can manage complex, multi-stakeholder communication campaigns without compromising operational effectiveness.

4.3 Discussion of Findings

This section discusses the results in relation to each research objective, supported by scholarly works and empirical evidence from the literature.

4.3.1 Internal and External Communication Strategies Employed During Rebranding

The findings reveal that Republic Bank Ghana implemented comprehensive communication strategies that integrated traditional and contemporary channels for both internal and external stakeholder engagement. The multi-channel internal communication system combined town halls, digital platforms, and informal interactions. This approach aligns with previous research by Asante and Affum (2019), who found that successful rebranding in Ghanaian organizations required diverse communication channels to accommodate different employee preferences and organizational hierarchies. The study demonstrates how Republic Bank Ghana strategically sequenced communication activities through phased rollout approaches that aligned with rebranding milestones. This systematic approach reflects best practices identified by Kwarteng and Dadzie (2018) in their study of telecommunications sector rebranding in Ghana.

Cornelissen (2014) describes communication strategies as frameworks that guide the selection of target audiences, messaging, timing, and delivery channels. The bank's structured approach to managing information flow across different stakeholder groups demonstrates adherence to these principles. Riel and Fombrun (2015) argue that communication strategies during rebranding must be tailored to internal and external stakeholders to mitigate resistance and promote acceptance. Republic Bank Ghana's differentiated messaging for employees versus customers exemplifies this strategic tailoring.

More recent research by Boateng and Agyeman (2021) in the Ghanaian financial sector supports the current findings, showing that banks employing comprehensive external

communication campaigns that included regulatory engagement, customer education, and community outreach achieved more successful market acceptance of rebranding initiatives. The present study provides deeper examination of the leadership-driven communication approaches. Foroudi et al. (2016) found that organizations with unified messaging across stakeholder groups reported higher brand loyalty and smoother transitions. Their research emphasized that early internal communication enhances employee understanding, which in turn supports coherent external communication. Republic Bank Ghana's integrated approach validates these principles within the Ghanaian banking sector.

4.3.2 Effectiveness of Communication Strategies in Fostering Employee Engagement

The study reveals that Republic Bank Ghana's communication strategies successfully enhanced employee comprehension, increased brand advocacy, and facilitated cultural integration around the new brand identity. These findings align with Appiah and Sarpong (2017), who found that comprehensive internal communication during organizational change in Ghanaian banks significantly improved employee understanding and reduced resistance to transformation initiatives. Welch and Jackson (2015) emphasized the importance of internal communication in change management, noting that employees must not only understand but also emotionally connect with the change to become effective brand ambassadors. The current findings demonstrate how Republic Bank Ghana achieved this emotional connection through continuous engagement and transparent dialogue.

The research extends previous work by documenting how effective communication transformed employees into active brand ambassadors who promoted the new identity both internally and externally. Men and Bowen (2017) highlight that two-way communication where employees can express concerns and provide feedback is more effective than top-down approaches.

Republic Bank Ghana's use of Q&A forums and feedback mechanisms created such dialogic spaces. This ambassadorial transformation reflects findings by Owusu and Amoako (2019) in their study of rebranding in Ghanaian telecommunications, where employees became organic marketing channels that amplified official communication efforts.

Mishra et al. (2014) argue that employees are more likely to support a brand change if they clearly understand the purpose, benefits, and impact of the transition. The bank's multi-channel repetitive communication approach facilitated this understanding among staff members. Men (2014) emphasized that effective communication is participatory, transparent, and continuous, particularly during transitions that require cultural and identity shifts such as rebranding. Republic Bank Ghana's sustained communication efforts throughout the rebranding process exemplify these characteristics. Recent work by Darko and Asiedu (2022) found similar cultural integration effects in Ghanaian manufacturing sector rebranding, where effective communication facilitated behavioral change and authentic transformation rather than superficial compliance. The current study contributes by showing how systematic communication approaches create ownership of rebranding rather than passive acceptance.

4.3.3 Challenges Encountered in the Communication Process

The findings reveal significant challenges including information overload, resistance management, and resource coordination difficulties that affected communication effectiveness despite comprehensive planning. These results align with Adomako and Nyong (2016), who found that extensive communication campaigns in Ghanaian organizations sometimes created message saturation that reduced rather than enhanced stakeholder comprehension and engagement. Christensen, Morsing, and Cheney (2008) note that one of the foremost difficulties lies in crafting

coherent messages that resonate with all stakeholder groups. Republic Bank Ghana encountered this challenge when attempting to balance detailed information provision with message clarity.

The study expands on previous research by documenting specific coordination challenges between internal departments and external communication partners that affected implementation efficiency. Stuart and Muzellec (2016) identified message fragmentation and lack of clarity as core reasons for stakeholder disengagement. The finding that resource demands exceeded normal operational capacity echoes research by Frimpong and Boakye (2020) in Ghanaian banking, which identified resource allocation as a critical success factor in organizational communication during change management. Osei and Boadu (2019) note that many Ghanaian organizations face infrastructural and managerial limitations that hinder consistent communication. These challenges include limited access to digital tools among staff and centralized decision-making that stifles local branch autonomy.

Kitchen and Daly (2012) noted that when communication about brand change is delayed or top-down, it often triggers mistrust or anxiety among employees. Republic Bank Ghana experienced elements of this resistance despite efforts at inclusive communication. Recent research by Osei-Bonsu and Amponsah (2023) across multiple Ghanaian sectors documented similar resistance management challenges, proposing proactive stakeholder engagement and transparent communication as mitigation strategies. The present study contributes unique observations by revealing how subtle resistance through passive non-participation created ongoing communication challenges. Welch and Jackson (2015) argue that timing and participatory communication are critical during change processes. The bank's experience validates this assertion while highlighting the difficulty of achieving universal participation even with well-structured communication plans.

4.4 Chapter Summary

This chapter presented comprehensive findings from interviews with 10 Republic Bank Ghana employees regarding internal and external communication strategies during the corporate rebranding exercise. The analysis revealed that the bank implemented sophisticated multi-channel communication systems, integrated external campaigns, leadership-driven initiatives, and phased rollout strategies to manage the rebranding process effectively.

The findings demonstrated that these communication strategies successfully enhanced employee comprehension and engagement, transformed staff into brand ambassadors, and facilitated cultural integration around the new brand identity. However, the study also identified significant challenges including information overload, resistance and skepticism management, and resource coordination difficulties that affected overall communication effectiveness.

The results contribute to understanding how comprehensive communication approaches can support organizational transformation while highlighting the complexity of managing extensive stakeholder engagement during corporate rebranding. The findings provide valuable insights for future rebranding initiatives in the Ghanaian banking sector and beyond, emphasizing the importance of balancing comprehensive communication with resource management and stakeholder-specific messaging strategies.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings, draws conclusions, and provides recommendations for the study. The research comprehensively explored the impact of internal and external communication strategies on the corporate rebranding efforts of Republic Bank Ghana Limited. Through detailed examination of communication strategy implementation, effectiveness measurement, and challenge identification, the study illuminated the complex relationship between strategic communication and organizational transformation in the Ghanaian banking sector.

To achieve the study objectives, the following research aims were pursued:

1. To identify the key internal and external communication strategies employed by Republic Bank Ghana during its rebranding.
2. To evaluate the effectiveness of these communication strategies in fostering employee understanding, acceptance, and advocacy of the new brand.
3. To identify the challenges encountered in the communication process during the rebranding exercise.
4. To provide suggestions for effective communication in future corporate rebranding initiatives within the Ghanaian banking sector and beyond.

The research employed a qualitative design utilizing purposive sampling and maximum variation sampling techniques, gathering rich, detailed data from 10 participants who were directly involved in or significantly affected by the rebranding communication process. This focused sample size

facilitated in-depth understanding of how communication strategies influenced rebranding outcomes across different organizational levels while ensuring representation across diverse demographic characteristics and departmental functions.

5.1 Summary of Key Findings

The following key findings are summarized for clearer understanding of the study:

Republic Bank Ghana Implemented Comprehensive, Multi-Faceted Communication Strategies

The study found that Republic Bank Ghana employed sophisticated communication approaches that integrated multiple channels, stakeholder-specific messaging, and strategic timing to manage both internal and external stakeholder engagement during the rebranding process. The bank implemented multi-channel internal communication systems combining traditional methods like town halls and memos with contemporary digital platforms including emails, WhatsApp groups, and internal portals. External communication strategies included integrated campaigns across television, radio, print media, social media, and direct customer engagement through personalized letters and community events. Leadership-driven communication initiatives featured visible executive involvement in communicating rebranding vision and addressing stakeholder concerns directly. The phased rollout approach aligned communication activities with rebranding milestones, ensuring appropriate timing and stakeholder readiness for different transformation stages. These comprehensive strategies demonstrated the bank's recognition that successful rebranding requires systematic, multi-dimensional communication that addresses diverse stakeholder needs and preferences.

Communication Strategies Successfully Enhanced Employee Engagement and Brand Advocacy

The study found significant positive effects of communication strategies on employee understanding, acceptance, and advocacy of the new brand identity. Communication efforts successfully enhanced employee comprehension of rebranding rationale and increased active participation in the transformation process, with staff developing informed perspectives on strategic objectives and contributing proactively to implementation success. Employees were transformed into authentic brand ambassadors who promoted the new identity both internally and externally, creating organic marketing channels that amplified official communication efforts through credible, trusted advocacy. The strategies facilitated cultural integration around new brand values, embedding rebranding objectives into daily organizational operations and employee behaviors rather than achieving mere superficial compliance. This authentic cultural transformation indicated that communication efforts successfully created ownership of the rebranding among employees, ensuring sustainable change that extended beyond initial implementation phases and contributing to long-term organizational transformation success.

Significant Communication Challenges Affected Implementation Effectiveness

The study found substantial challenges that complicated communication implementation despite comprehensive planning and resource allocation. Information overload and timing complexities created message saturation that sometimes reduced rather than enhanced stakeholder comprehension, while coordination difficulties between multiple communication channels and stakeholder groups affected message consistency and implementation efficiency. Resistance and skepticism management required ongoing communication efforts to address both explicit opposition and subtle passive resistance from internal employees and external stakeholders who questioned rebranding motivations and potential benefits. Resource and coordination difficulties strained organizational capacity, with communication demands exceeding normal operational resources and

requiring significant project management effort to coordinate activities across departments and external partners. These challenges highlighted the complexity of managing comprehensive stakeholder engagement during organizational transformation and the need for sophisticated resource planning and coordination mechanisms to support extensive communication campaigns.

5.2 Conclusions

Based on the study's findings, the following conclusions are drawn:

1. Comprehensive Communication Strategies Are Essential for Successful Corporate Rebranding

The study concluded that successful corporate rebranding requires sophisticated, multi-dimensional communication strategies that address diverse stakeholder needs through multiple channels and systematic implementation approaches. Republic Bank Ghana's success in managing complex organizational transformation demonstrates that rebranding communication cannot rely on single-channel approaches or ad hoc messaging but must employ integrated strategies that combine traditional and contemporary communication methods. The research concluded that effective rebranding communication must be strategic, systematic, and comprehensive, addressing both internal culture change and external market perception management simultaneously. The study concluded that organizations planning rebranding initiatives must invest in developing sophisticated communication frameworks that accommodate stakeholder diversity, coordinate multiple communication channels, and align messaging with transformation milestones to ensure comprehensive stakeholder engagement and support.

2. Employee Engagement and Cultural Integration Are Critical Success Factors

The study concluded that the transformation of employees into authentic brand ambassadors represents a critical success factor that extends rebranding impact beyond official communication

channels through organic, credible advocacy. Effective communication strategies must address not only information transfer but also cultural change management, ensuring that new brand values become embedded in organizational practices and employee behaviors for sustainable transformation success. The research concluded that employee engagement in rebranding communication creates multiplier effects that amplify official efforts and contribute to authentic organizational transformation rather than superficial cosmetic changes. The study concluded that organizations must prioritize internal communication and cultural integration as foundational elements of rebranding strategy, recognizing that employee advocacy provides more credible and sustainable brand promotion than external advertising alone.

3. Communication Challenges Require Proactive Management and Resource Planning

The study concluded that comprehensive rebranding communication creates substantial implementation challenges that organizations must anticipate and address through sophisticated resource planning and coordination mechanisms. The systematic challenges including information overload, resistance management, and resource coordination indicate that extensive communication campaigns require dedicated project management and significant organizational capacity beyond normal operational requirements. The research concluded that successful rebranding communication demands careful balance between comprehensiveness and clarity, ensuring that extensive stakeholder engagement does not become counterproductive through message saturation or poor coordination. The study concluded that organizations must develop specific capabilities for managing complex communication campaigns, including change management expertise, project coordination systems, and resource allocation strategies that support extensive stakeholder engagement without compromising operational effectiveness.

5.3 Recommendations

Based on the study's findings, the following recommendations are made:

1. **Integrated Communication Framework Development:** The study recommended that organizations planning rebranding initiatives should develop comprehensive communication frameworks that integrate multiple channels, stakeholder-specific messaging, and systematic implementation approaches. This includes establishing dedicated communication project management systems, coordinating internal and external communication activities, and ensuring message consistency across all channels and stakeholder groups.
2. **Employee Engagement and Cultural Change Management:** The study recommended that organizations should prioritize internal communication and cultural integration as foundational elements of rebranding strategy, investing in systematic employee engagement approaches that transform staff into authentic brand ambassadors. This includes implementing comprehensive internal communication systems, developing leadership-driven communication initiatives, and creating mechanisms for ongoing employee feedback and participation in rebranding implementation.
3. **Resource Planning and Challenge Management:** The study recommended that organizations should conduct thorough resource assessments and develop sophisticated coordination mechanisms to manage the complexity of comprehensive rebranding communication. This includes allocating dedicated resources for communication campaign management, establishing coordination systems for multiple stakeholder engagement, and developing proactive approaches for addressing resistance and managing information flow effectively.
4. **Stakeholder-Specific Communication Strategies:** The study recommended that organizations should develop tailored communication approaches for different stakeholder

groups, recognizing that internal employees, customers, regulatory bodies, and community members require different messaging strategies and communication channels to ensure effective engagement and support for rebranding initiatives.

5.4 Suggestions for Future Studies

1. **Quantitative Analysis of Communication Effectiveness:** The study suggested that future research should employ quantitative methodologies with larger sample sizes to measure statistical relationships between specific communication strategies and rebranding success outcomes. Standardized measurement tools could provide empirical evidence of communication effectiveness, cost-benefit analysis of different approaches, and comparative analysis across different organizations and sectors.
2. **Longitudinal Studies of Rebranding Sustainability:** The study suggested that researchers should conduct longitudinal studies examining the sustainability of rebranding outcomes over extended periods, measuring how communication strategies contribute to long-term brand equity and organizational transformation success. Such research could identify factors that sustain rebranding benefits and communication approaches that create lasting organizational change.
3. **Cross-Sector Comparative Analysis:** The study suggested that future research should conduct comparative studies examining rebranding communication strategies across different sectors of the Ghanaian economy, identifying sector-specific success factors and developing industry-specific best practices for corporate transformation communication.
4. **Digital Communication Strategy Analysis:** The study suggested that researchers should investigate the specific effectiveness of digital communication platforms and social media strategies in corporate rebranding, examining how contemporary digital communication

tools can enhance traditional approaches and address emerging stakeholder communication preferences.

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APPENDIX I

INTERVIEW GUIDE

This interview seeks to explore the impact of internal and external communication strategies on the corporate rebranding efforts of Republic Bank Ghana Limited. Your participation will provide valuable insights into how communication supported or hindered the rebranding process. There are no right or wrong answers; we are interested in your personal experiences and perspectives. All responses will be kept strictly confidential and used solely for academic purposes. Your honest views will contribute meaningfully to this research.

SECTION A: DEMOGRAPHIC INFORMATION

(Tick or note responses as appropriate)

1. Gender: Male Female

2. Age Range: 20-29 30-39 40-49 50+

3. Highest Educational Qualification: Diploma Bachelor's Master's Other (specify)

4. Department/Unit: _____

5. Current Position/Role: _____

6. Number of Years with Republic Bank Ghana: Less than 1 year 1-5 years 6-10 years
 11 years and above

7. Involvement in the Rebranding Exercise: High Moderate Low

SECTION B: INTERVIEW QUESTIONS

1. Internal and External Communication Strategies Employed

1. Can you describe the main communication strategies Republic Bank used internally during the rebranding process?
2. What external communication strategies (e.g., media, public relations, advertising) were adopted to inform customers and stakeholders about the rebranding?
3. How were employees informed about the rebranding before it was officially launched to the public?
4. Which channels of communication (e.g., meetings, emails, newsletters, town halls, press releases) were most commonly used, and why?
5. In your opinion, which internal and external communication strategies were the most impactful during the rebranding exercise?

2. Effectiveness of Communication Strategies

1. How well do you think employees understood the reasons behind the rebranding?
2. To what extent did the communication strategies foster employee acceptance and support of the new brand?
3. Were employees motivated and encouraged to act as ambassadors of the new brand? If yes, how?
4. How did customers and other external stakeholders react to the communication about the rebranding?

5. In your view, how effective were the strategies in achieving alignment between employees' perception of the new brand and the intended corporate image?

3. Challenges in the Communication Process

1. What were the major challenges faced in communicating the rebranding internally to employees?
2. Did employees encounter any confusion, misinformation, or resistance during the communication process?
3. What challenges arose in communicating the rebranding externally to customers and the general public?
4. Were there any limitations related to communication channels (e.g., timeliness, reach, clarity) during the process?
5. How did the organisation attempt to overcome these challenges, and were those measures successful?




4. Suggestions for Future Corporate Rebranding Initiatives

1. Based on your experience, what would you recommend as the most effective internal communication approaches for future rebranding initiatives?
2. What external communication strategies do you think could be improved for better stakeholder engagement in future exercises?
3. How can employees be more actively involved in the communication process during rebranding?

4. What lessons can Republic Bank Ghana (and other banks) learn from this rebranding experience regarding communication?
5. If you were to lead a future rebranding exercise, what communication strategies would you prioritise to ensure success?

Comfort Asare-Bediako

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