

Role: **The Managing Director**

a

Chairing the meeting: Make sure everyone speaks and gives their point of view. Listen to what they all have to say, and try to come to a collective decision; if you cannot, make the decision yourself. Organize the meeting in the following way, writing key information on the board as the meeting progresses:

1. Get opinions on whether the group needs a new name, and if so, what it should be.
2. Discuss whether the company has too many brand names; if it does, which ones should be dropped?

3. Discuss whether the same name could be used for both the group and for the products. What name should you choose?

Your own point of view: When you ask people what sort of bike they own, they frequently say it's a *Wheeler* or a *Bicibolo*. But you find it very annoying that few people seem to have heard of your corporate name. You don't really mind what name is adopted for the company or the products, but want something which can quickly become well-known.

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Role: **The Plant Manager, Cambridge**

b

You are the manager of the Cambridge plant, which makes *Wheeler* bicycles. You were taken over by Compagnia Europea di Biciclette in 1986. You were relieved that you did not have to take the brand name *Bicibolo* for either your subsidiary or your products after the takeover, because you believe that your factory has much higher standards of quality than the Italian factories and that the *Bicibolo* bicycle is an inferior product.

You agree that the group could do with fewer brand names, but think that *Wheeler* is obviously an excellent name for a bike and should be kept. You are not sure the group needs to change its corporate name, but if it does it could take the name 'Wheeler' – provided the other factories made an effort to raise their quality to the same standard as yours.

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Role: **The Marketing Manager**

C You wouldn't mind changing the firm's name, but are definitely against any idea of either using a brand name as the firm's name, or dropping any of the brand names used at the moment. Your reasons are:

- you know that if you take one of the better-known brand names as the firm's name, the dealers selling the other brands, and the factories making them, will be offended

- by having different names and ranges you keep a hold on the market, and keep competitors out. In most Italian cities you have three different outlets for *Pedalissimo*, *Bicibolo* and *Wheeler*, and if you used just one of those names, you might well lose the two other dealers

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Role: **The Communications Manager**

d You want a new company name which will be easy for everyone to remember, and which will help to create a group culture. Your suggestion is 'Eurocycles'.

You are not against having two or three trade names, but think six is ridiculous. *Bicibolo* seems to you a good name, is by far the best known in Italy, and has a good reputation in Europe. *Rose* is a ridiculous name for a bicycle, and *Wheeler* rather wet. *Evélo* has a good reputation in

southern Europe, and should be used alongside *Bicibolo*. You should drop *Pedalissimo*, which you find silly, and *Bachtung*, which is much too German-sounding for a bike which is not at all made in German-speaking countries.

Remind your colleagues that the *Bicibolo* team won the Tour de France last year. The billion lira it cost did much, in your opinion, to give the brand name *Bicibolo* a sound European reputation.

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Role: **The Personnel Manager**

f You work at the head office in Siena. You want to create some sort of corporate identity and group culture which would help to bring the different subsidiaries together, and make your employees proud of working for the group.

It is obvious that the starting point for all this must be the name of the group and the names of the products. Nobody has ever heard of

Compagnia Europea di Biciclette, so a new name (why not 'Eurocycles?') would be an excellent idea.

As long as you have each factory making its own brand, you will have damaging rivalry between each subsidiary. You should get rid of some brand names straight away, and gradually phase in a common name. Why not use the same name as the group, namely *Eurocycles*?

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Role: **The Production Manager**

e You know only too well that any change in the company's name or the brand names would create terrible problems in the factories.

The corporate name: When the French and English factories were taken over, they were worried that they might have to adopt one of the Italian brand names as a corporate name; 'Compagnia Europea di Biciclette' was much easier to accept. Your colleagues must remember that although the factories are all part of one group now, before the takeovers

ten years or more ago, they all used to compete against each other.

Brand names: All the brand names are closely associated with a factory. So at Evreux, they are proud of their *Evélos*, and are convinced they are the best bikes in the business. At Cambridge they are just as proud of their *Wheelers*, at Siena of their *Pedalissimos* and at Bologna of their *Bicibolos*. *Rose* is used as a name for girls' bikes, and *Bachtung* is an excellent name for marketing in Germanic countries.

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Role: **The Financial Controller**

g You are against any costly changes. You agree that the group is not well-known, and that you do have rather a lot of brand names. But you are worried about the cost of changing the group's name – think of all that wasted notepaper, and the cost of a corporate advertising campaign. Perhaps there might be savings to be made if you only had one or two brand names. After all, what a lot of money was wasted by having six

different stands at the Frankfurt Show last year!

Listen to what your colleagues have to say, and try to persuade them to choose the least costly solution. Tell them also that you want more back on your money than you got from last year's Tour de France. The *Bicibolo* team won, but the other sponsor, Perrier, got all the publicity!

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Role: **The Plant Manager, Evreux**

h You consider your products to be the best in the group. Your makes *Evélo* and *Rose* are market leaders in France, Spain and Portugal. It would be a disaster if you scrapped these names. *Rose* may be a bit soppy, but your pink girls' range sells very well.

Evélo helps your employees identify with the firm, as you are well-known locally.

You'd like to change the group name, as you think that it's too Italian. How about 'Eurocycles'?

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