

Strategic Repositioning and Renaming in the Construction Sector: A Project-Based Case Study

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Abstract

The Portuguese construction sector has undergone significant structural transformation in recent years, driven by increasing project complexity, tighter execution deadlines, technological development, and the growing strategic relevance of refurbishment and fit out activities. In particular, business-to-business (B2B) markets associated with construction and technical services have become more competitive and demanding, requiring organizations to demonstrate not only operational efficiency but also clarity of positioning, credibility, and consistency between what they do and how they are perceived. In this context, intangible assets such as organizational identity, reputation, and value proposition coherence play an increasingly central role in shaping competitive advantage.

This project-based research addresses a strategic challenge faced by a business unit within Grupo CASAIS, one of the leading construction groups in Portugal. The unit, originally designated as “Serviço Pós-Venda”, was initially created to provide after-sales technical assistance, corrective interventions, and minor works following the completion of construction projects. Over time, however, the unit evolved organically in response to internal capabilities and market demand, becoming a specialized operational structure focused on refurbishment, rapid interventions, small and medium-scale works, and fit out projects for retail, services, healthcare, and commercial clients. This evolution was accompanied by sustained growth in turnover and stable operational performance, demonstrating market validation of the unit’s actual value proposition.

Despite this evolution, the formal designation and identity of the unit remained unchanged. The label “Serviço Pós-Venda” continued to be associated with maintenance and reactive support functions, failing to reflect the unit’s real scope of activity, technical sophistication, and strategic relevance. This misalignment between operational reality and

communicated identity increasingly constrained the unit's external visibility, perceived professionalism, and capacity to attract new B2B clients beyond the internal ecosystem of the group. The persistence of this identity mismatch constitutes the core problem addressed in this research.

The main objective of this study is to design and substantiate an effective strategy for repositioning and renaming the business unit, in order to maximize its market potential and reinforce its competitive advantage in the refurbishment and fit out segment. More specifically, the research seeks to analyze internal perceptions regarding the unit's identity, role, and value proposition; identify the distinctive organizational competencies that support differentiation; assess the competitive and sectoral context in which the unit operates; and formulate a coherent, credible, and actionable repositioning strategy aligned with both internal capabilities and external market requirements.

From a methodological perspective, the study adopts a qualitative, interpretive, and applied research approach, grounded in a constructivist ontological perspective. Organizational identity, positioning, and value are understood as socially constructed phenomena, shaped by interaction, shared meanings, and collective interpretation within the organization. Epistemologically, the research follows an interpretive logic, privileging the understanding of perceptions, narratives, and representations held by organizational actors. This interpretive orientation is complemented by a pragmatic perspective, consistent with the applied nature of the project and its objective of supporting strategic decision-making in a real organizational context.

The research strategy is based on a single instrumental case study, selected due to the uniqueness of the unit's evolution and its strategic relevance within the Portuguese construction sector. Data collection relied on methodological triangulation, combining semi-structured interviews with internal stakeholders, document analysis, and indirect observation of organizational practices and routines. The interviews enabled an in-depth exploration of perceptions related to identity, positioning, competitive strengths, limitations, and expectations concerning the proposed rebranding process. Documentary analysis provided contextual and operational evidence, while observation contributed to capturing non-formalized aspects of organizational culture and operational dynamics. The data were analyzed through thematic coding, allowing the identification of recurring patterns, interpretive tensions, and strategic implications, subsequently articulated with established

theoretical frameworks from the literature on organizational identity, strategic positioning, rebranding, and B2B marketing.

The findings reveal a strong internal consensus regarding the inadequacy of the current designation “Serviço Pós-Venda”. Interviewees consistently perceive the name as misaligned with the unit’s actual activities, limiting its credibility, market visibility, and commercial autonomy. At the same time, the analysis highlights a set of distinctive organizational competencies that underpin the unit’s competitive potential, including rapid execution capability, proven expertise in operating within occupied environments, operational flexibility, and technical rigor derived from its integration within Grupo CASAIS. These competencies are recognized internally as difficult to replicate and highly valued by B2B clients operating under strict time and operational constraints.

Based on these empirical insights, the study proposes the repositioning of the unit under the new identity “CONSTRU REBUILD by Grupo CASAIS”. The proposed repositioning strategy is grounded in differentiation and focus, targeting specific B2B segments such as retail, services, hospitality, and franchising, where speed, reliability, and minimal operational disruption are critical success factors. The new identity explicitly communicates specialization in refurbishment and transformation activities while leveraging the reputational capital, technical credibility, and institutional trust associated with the Grupo CASAIS brand. The expected outcomes of the repositioning include enhanced brand recognition, increased customer confidence, improved penetration of external markets, and stronger alignment between organizational identity, operational capabilities, and market positioning. At an organizational level, the repositioning is also expected to contribute to greater internal clarity, motivation, and strategic coherence, reinforcing the unit’s role within the broader portfolio of the group.

Keywords: Strategic repositioning; Rebranding; Organizational identity; Fit out; B2B marketing; Construction sector