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Impact of Rebranding on Brand Loyalty

Case: Yassir

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Abstract

This research work examined the impact of Yassir's rebranding on customer-based brand loyalty, with a focus on the mediating role of brand attitude in this relationship. The presented study, which is grounded in empirical analysis, employed a quantitative research approach by conducting a survey on a sample of 400 respondents using both IBM SPSS Statistics 25 for descriptive analysis and SmartPLS4 for structural equation modeling to test the hypotheses. The findings revealed that rebranding has an indirect positive effect on brand loyalty through brand attitude acting as a mediator.

Key words: Rebranding, Brand loyalty, Brand attitude, Mediator, Consumer.

Résumé

Ce travail de recherche a examiné l'impact du rebranding de Yassir sur la fidélité à la marque basée sur le client, en se concentrant sur le rôle médiateur de l'attitude envers la marque dans cette relation. L'étude présentée, qui est basée sur une analyse empirique, a employé une approche de recherche quantitative en menant une enquête sur un échantillon de 400 répondants en utilisant à la fois IBM SPSS Statistics 25 pour l'analyse descriptive et SmartPLS4 pour la modélisation en équations structurelles pour tester les hypothèses. Les résultats ont révélé que le rebranding a un effet positif indirect sur la fidélité à la marque à travers l'attitude de la marque agissant comme médiateur.

Mots clés : Rebranding, fidélité à la marque, Attitude de la marque, Médiateur, Consommateur.

ملخص

درس هذا البحث تأثير تغيير العلامة التجارية لياسير على ولاء العملاء للعلامة التجارية، مع التركيز على الدور الوسيط لموقف العلامة التجارية في هذه العلاقة. استخدمت الدراسة المقدمة، التي تستند إلى التحليل التجريبي، منهجًا بحثيًا كميًا من خلال إجراء دراسة استقصائية على عينة مكونة من 400 مبحوث باستخدام كل من IBM SPSS 25 للتحليل الوصفي و SmartPLS4 لنمذجة المعادلات الهيكلية لاختبار الفرضيات. وقد كشفت النتائج أن تغيير العلامة التجارية له تأثير إيجابي غير مباشر على الوفاء للعلامة التجارية من خلال سلوك العلامة التجارية الذي يعمل كوسيط في العلاقة.

الكلمات المفتاحية: إعادة العلامة التجارية، الوفاء للعلامة التجارية، موقف العلامة التجارية، وسيط، مستهلك.

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Table of content :

Abstract.....	III
ACKNOWLEDGMENTS.....	V
Table of content :	VI
List of figures	IX
List of tables	X
List of Abbreviations and Acronyms:	XI
INTRODUCTION:.....	1
1. Research Questions:	2
2. Objectives of the Research:	3
3. Hypotheses:	3
4. Methodology:	4
5. Announcement of the plan:	5
CHAPTER I: THEORITICAL FRAME.....	6
Section 1: Literature Review:.....	7
1.1 Effect of rebranding on cognitive perceptions:.....	7
1.1.1 Brand awareness:	7
1.1.2 Brand equity:	9
1.2 Emotional response to rebranding:.....	10
1.2.1 Brand image:.....	10
1.2.2 Brand attitude:	11
1.2.3 Brand Reputation:.....	14
1.3 Rebranding and behavioral intentions:.....	14
1.3.1 Brand loyalty:	14
Section 2 : Conceptual Framework:	17
2.1 Branding :	17
2.2 Rebranding:	20
2.2.1 Definition:.....	20
2.2.2 Rebranding's dimensions:	22
2.2.3 Rebranding mix:	23
2.2.4 Importance of Rebranding in brand strategy:.....	24
2.2.5 Rebranding reasons:	25
2.2.6 Rebranding Process:	27
2.2.7 Paradigm shift in rebranding:.....	30

2.3	Visual Brand Identity:.....	30
2.3.1	Logo:.....	33
2.3.2	Color:.....	37
2.4	Brand Loyalty:.....	38
2.5	Brand Attitude:.....	40
2.6	Hypothesis:.....	41
2.7	Relevance of the Research:	45
2.7.1	Theoretical relevance:	45
2.8	Managerial relevance:.....	46
CHAPTER II: METHODOLOGICAL FRAMEWORK AND ORGANISATIONAL CONTEXT		
.....		47
Section 1: Methodological framework.....		48
1.1	Epistemological posture:.....	48
1.2	Methodological approach:	48
1.3	Methods and Instruments of Data Collection:.....	48
1.3.1	Measurement instrument:	48
1.3.2	Designing Questionnaire:.....	49
1.4	Sample and Survey Implementation :	53
1.4.1	Study population:	53
1.4.2	Sampling method :.....	53
1.4.3	Sample size :.....	54
1.5	Practical modalities of the survey:.....	55
1.5.1	Mode of administration:	55
1.5.2	Survey period:.....	55
1.6	Data processing and analysis method:.....	55
1.7	Why SEM?	56
Section 2 : Organizational Context:.....		57
2.1	Yassir's Presentation:	57
2.2	Yassir's services:	57
2.3	Yassir's values:.....	57
2.4	Yassir's departments:.....	58
CHAPTER III: RESULTS AND DISUCSSION.....		59
Section 1: Presentation of the results.....		60
1.1	Missing values:.....	60
1.2	Normality:	60
1.3	Multocollinearity test :	61

1.4 Descriptive statistics:	62
1.4.1 Respondents' profiles:	63
1.5 Comparison of brand loyalty pre and post rebranding:	72
1.6 Model Fit:	73
1.7 Reliability and validity of the study:	74
1.7.1 Verification of composite reliability:	74
1.7.2 Verification of convergent validity:	74
1.7.3 Verification of discriminant validity:	75
1.8 Test of Hypothesis:	76
1.8.1 Interpretation of relationships between constructs:	76
1.6.2 Interpretation of explained variance:	81
1.6.3 Confirmatory model:	83
Section 2: Discussion of the results:	84
CONCLUSION	87
BIBLIOGRAPHY	90
APPENDIX	96
APPENDIX A: DESCRIPTIVE ANALYSIS RESULTS	97
APPENDIX B: QUESTIONNAIRE	102

List of figures

Figure 1: The adopted analysis model formally declaring the anticipated relationships between the variables.	4
Figure 2: Rebranding as a continuum.....	23
Figure 3 : Corporate rebranding framework.....	28
Figure 4 : representation of the typical visual identity structure	32
Figure 5: the Brooklyn Museum (New York), Logo Variations	35
Figure 6 : A logo generator for Casa da Musica, created using Processing.....	36
Figure 7: Conceptual framework.....	45
Figure 8 : Yassir's flow chart	58
Figure 9: Yassir's awareness	66
Figure 10 : The use of Yassir	66
Figure 11: Brand loyalty pre-rebranding	67
Figure 12: Rebranding Perception.....	68
Figure 13: Behavioral dimension	69
Figure 14 : Attitudinal dimension measurement	70
Figure 15: Measurement model.....	82
Figure 16: Confirmaratory model.....	83

List of tables

Table 1 : Approaches to defining the concept of "brand" of different researchers	18
Table 2 : Table of measurement items	50
Table 3: Normality indicators	60
Tableau 4: multicollinearity test	62
Table 5: Repair of the sample according to socio-demographic characteristics	63
Table 6: Yassir's brand awareness.....	65
Table 7 : The use of Yassir.....	66
Table 8: Paired sample T-test.....	72
Table 9: Model Fit	73
Table 10: Construct reliability and validity-Overview	75
Table 11: Discriminant validity-Fornell-Larcker criterion	75
Table 12: Discriminant validity- Heterotrait-Monotrait ratio (HTMT)-Matrix.....	76
Table 13: Path Coefficients-Mean, STDEV, T values, P values	77
Table 14: Test of hypotheses recapitulative table	80
Table 15: R-Square - Overview	81

List of Abbreviations and Acronyms:

CRD: decision to rebrand a corporation

CVI: Corporate Visual Identity

d_G: Geodesic Discrepancy

d_{ULS}: Unweighted Least Squares Discrepancy

GSM: global satellite mobile

NFI: Normed Fit Index

PLS: Partial Least Squares

SEM: Structural Equation Modeling

SRMR: Standardized Root Mean Square Residual

VIF: Variance Inflation Factor

INTRODUCTION:

In today's highly competitive market, the significance of branding in the services sector cannot be overstated. As businesses strive to differentiate themselves and establish a unique identity, effective branding emerges as a critical strategic tool. Branding goes beyond logos and taglines; it encapsulates the essence of a company, shaping customer perceptions, fostering loyalty, and driving market success. In the service industry, where intangible elements such as trust, experience, and customer relationships are paramount. A strong brand serves as a lamp, guiding consumer choices and enhancing value.

However, as market dynamics evolve and consumer preferences shift, even well-established brands may find the need to reinvent themselves. This is where rebranding becomes an essential initiative. Rebranding involves a comprehensive transformation that can rejuvenate a brand's image, making it more relevant and appealing to contemporary audiences. It allows companies to address changing market conditions, rectify brand misalignments, and capitalize on new opportunities. This strategic decision requires meticulous planning. Several companies have successfully undertaken rebranding efforts, such as: YouTube, Airbnb, Uber, Burger King and Mastercard.

In the Algerian context, Yassir, a leading super app in North Africa, serves as an excellent case study for rebranding due to its recent transformation. Previous researches on the impact of rebranding on brand loyalty as stated by Omar Kassim A Shaban, Liu Yao, Mohd Ridzuan Bin Darun and Abdullah Alkhateeb (2017), have emphasized the multifaceted nature of brand loyalty, encompassing both attitudinal and behavioral components. The concept of brand loyalty has been recognized as a key driver of business growth and an essential asset for companies in terms of customer retention, profitability and brand equity. Attitudinal loyalty is known as a customer's own view of the brand, involving emotional responses and personal beliefs, whereas behavioral loyalty refers to the objective and is usually observed in the form of purchase, that is repeat purchasing when customers become faithful to a brand. In agreement with that, Niken Permata, Sari, Bhanu Artha and Antonius Satria Hadi (2023) mentioned that attitudinal loyalty refers to the emotional connection consumers feel towards a brand, leading them to express favorable opinions and feelings about the brand. On the other hand, behavioral loyalty reflects actual purchases made by consumers who repeatedly choose the same brand over competitors.

The gap in literature concerning the mediating role of brand attitude between rebranding and brand loyalty primarily lies in the lack of comprehensive empirical evidence specifically addressing this relationship. Existing studies have investigated the impacts of rebranding on brand loyalty and brand reputation as affirmed by Roslizawati Ahmed, Worlu Okechukwu, Hasnizam Shaari (2022). On the other hand, Omar Kassim A Shaban, Liu Yao, Mohd Ridzuan Bin Darun and Abdullah Alkhateeb (2017) suggested that brand attitude plays a crucial role in determining brand loyalty: positive attitudes toward a brand increase the likelihood of brand loyalty, whereas negative attitudes decrease it. The mediating role of brand attitude have been highlighted in other contexts, like brand experience and brand loyalty as illustrated in the work of Aysel ERCİŞ, Namık Kemal DEVECİ and F. Görgün DEVECİ (2021). Yet, the specific role of brand attitude as a mediating factor between rebranding and brand loyalty has received less attention in the available literature.

This research is here to bridge this gap to establish whether brand attitude indeed serves as a mediator between rebranding and brand loyalty. Such work would contribute to a deeper understanding of the underlying psychological processes driving consumer responses to rebranded services, ultimately benefiting marketing professionals tasked with managing successful rebranding initiatives.

1. Research Questions:

Based on the context outlined above, the main question is phrased as follows:

How does rebranding impact brand loyalty, with brand attitude acting as a mediator?

Derived from the primary research question, secondary questions act as a roadmap guiding the exploration and analysis within this study. These secondary inquiries provide a more detailed approach to investigate the main question, offering a framework for deeper examination and understanding of the complex relationships and dynamics at play in the context of rebranding, brand loyalty, and brand attitude. The sub-questions are listed as follows:

- What's the impact of rebranding on brand loyalty? This question aims to investigate whether changes made during a rebranding process can positively or negatively impact consumers' commitment towards a particular brand.

- How can rebranding influence brand attitude? In other words, we try to reveal whether rebranding can significantly influence brand attitude by altering the perceptions and associations consumers have with the brand.
- How does brand attitude influence brand loyalty in a rebranding context? Seeks to explore the relationship between consumers' perceptions and feelings toward a brand (brand attitude) and brand loyalty when a company undergoes rebranding. Consequently, exploring if improving brand attitude through rebranding lead to increased brand loyalty among consumers. Understanding this mediation mechanism would help marketers develop effective rebranding strategies that maximize brand loyalty.

2. Objectives of the Research:

This research aims to delve into the intricate relationship between rebranding initiatives, brand attitude, and brand loyalty in order to:

- Identify the effect of rebranding on brand loyalty: The study seeks to discover the extent to which rebranding influences consumer loyalty towards brands.
- Determine the influence of rebranding on brand attitude: to ascertain whether rebranding initiatives have any significant effects on brand perception and overall reputation.
- Establish the relationship between brand attitude and brand loyalty. Once the individual impacts of these two variables are understood, the research attempts to uncover the nature of their interrelationship.
- Examine the mediating role of brand attitude on the relationship between rebranding and brand loyalty: to reveal whether brand attitude acts as a conduit linking rebranding efforts to enhanced brand loyalty.

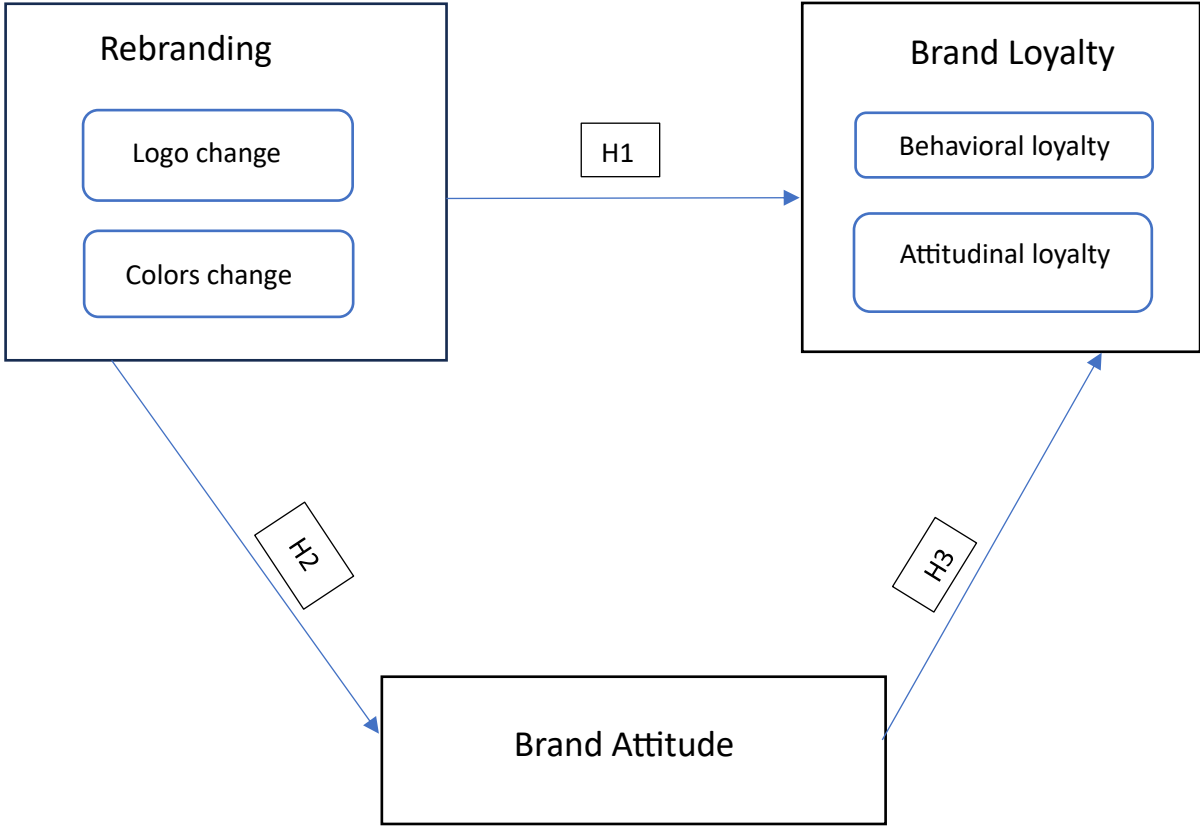
3. Hypotheses:

Taking into account the chosen conceptual model and the literature review conducted, we have formulated hypotheses that describe the relationships between the variables of our research. We have hypothesized that Rebranding has a positive impact on brand loyalty with brand attitude acting as a mediator.

In order to answer our central question and based on the works of (Antonio S. Williams, Sungwook Son, Patrick Walsh, and Jin Park, 2021), (Suriadi, J., Mardiyana, M., & Reza, B., 2022), (Joana César Machado, Paulo de Lencastre, Leonor Vacas de Carvalho & Patrício Cost, 2012), (Hsin-Hung Shenn and Chih-Huang Lin, 2021), (Pauwels-Delassus & Descotes, 2012) and (Pauwels-Delassus & Descotes, 2013), we have proposed the following hypothesis:

- H1:** Rebranding has a positive impact on brand loyalty.
- H2:** Rebranding has a positive impact of brand attitude
- H3:** Brand attitude impacts brand loyalty positively in a rebranding context.

Figure 1: depicts the adopted analysis model formally declaring the anticipated relationships between the variables.



Source: Elaborated by the author

4. Methodology:

In order to answer the established problematic, the present research that is based on an empirical analysis followed a quantitative research methodology based on a survey carried out on a representative sample of our study population. The choice of this method will allow

us to treat the effect of rebranding on brand loyalty examining brand attitude as a mediator.

5. Announcement of the plan:

The structure of this document is organized as follows:

- The introduction provides an overview of the context and interest of the theme, the objective as well as the research problem and hypotheses.
- Chapter I presents the theoretical framework divided into two sections: the first section deals with the literature review while the second section focuses on the conceptual framework of the study.
- Chapter II presents the methodological framework as well as the host organization.
- Chapter III presents the results of the quantitative study followed by a discussion of these results.
- Finally, the Conclusion summarizes the elements addressed in the thesis, the main results. It ends with a description of the research limitations and future research perspectives.

CHAPTER I: THEORITICAL FRAME

Section 1: Literature Review:

Rebranding is a strategic initiative that involves modifying an organization's brand identity to better align with its current or future goals. This part aims to synthesize findings from various studies to understand how rebranding affects customers across multiple dimensions.

The following section adopts the Brand Identity Process Model (BIPM), which posits that changes in brand identity can influence consumer perceptions and behaviors through cognitive, affective, and conative processes. Leonard Tawanda Charumbira (2021) suggested according to his study on the effect of rebranding on customer loyalty: the case of Botswana telecommunication corporation (BTC), that by examining these three aspects, we gain insights into the complex relationship between rebranding efforts and their effects on consumers.

1.1 Effect of rebranding on cognitive perceptions:

Researches has shown that rebranding can lead to shifts in customers' mental representations of brands, affecting their perception of product quality, uniqueness, and value proposition. The fresh look will definitely create a new perception about a brand. Cognitive is the term relating to the mental processes of perception, memory, judgement, and reasoning, as contrasted with emotional and volitional processes. Cognitive perception is the way how humans receive, think, and are aware of something in their surroundings. In other words, it is how humans make sense of the world. From 2005 Behavioral and Cognitive Neuroscience Reviews "Cognitive perception" could be viewed as the "720 degree" version of its non-cognitive counterpart. What follows will be the background knowledge and explanation about the effect of rebranding on cognitive perceptions.

1.1.1 Brand awareness:

Brand awareness is a critical factor in the decision-making process. When a company undergoes rebranding, the awareness can undergo significant changes, thereby influencing consumer preferences.

According to Ajeng Aquinian (2020) & Aaker D. A. (1996) consumers often prefer to buy products from brands they are familiar with because it provides a sense of security and trust. This reliance on well-known brands can contribute to the stability and quality of a business. Additionally, customer choices, loyalty, perception, and attitudes are influenced by brand awareness.

Ultimately, rebranding goes beyond merely introducing a new logo; it involves establishing a fresh manifestation of "Brand Awareness" in consumers' perceptions and aligning with evolving consumer behaviors. Consistency across all facets, encompassing external presentation and internal operations, is crucial for effectively embedding this newly crafted image in consumers' minds and instigating genuine change.

As stated in the Journal of Brand Management, where Joana César Machado (2012) explained Rebranding mergers: How attitudes influence consumer choices? it turned out that when awareness is related to a set of unfavorable associations towards the brands, A rise in brand recognition does not necessarily equate to an increased inclination towards the brand's identity markers. Furthermore, for most of the brands examined, a direct correlation between familiarity and the selection of the brand's identity markers could not be established. This reaffirms that well-known brands may not necessarily inspire loyalty towards their identity markers in a merger situation.

Aligning with that, Joana César Machado, Paulo de Lencastre, Leonor Vacas de Carvalho & Patrício Cost (2012) mentioned that with respect to the effect of the cognitive response towards the brand on the choice of the brand's identity signs, brand recall is generally not a significant variable, and when it is significant it has a negative influence on consumers' preferences.

Referring to the views of Ida Merlin Purba, Widiartanto and Hari Susanta Nugraha (2023) in their research on the impact of the decision to rebrand a corporation (CRD) on customer satisfaction, both directly and indirectly, through the awareness of rebranding and perceived value, high level of brand awareness will usually form the perceived value of the customer, so that the customer will be able to know in full such as: products services, logos. On the other hand, if the customer does not have high brand awareness, it will make the closeness between the customer and the company increasingly distant and there will be no attachment between the customer and various aspects within the company.

With respect to the effect of the cognitive response towards the brand on the choice of the brand's identity signs, our findings suggest that brand recall is generally not a significant variable, and when it is significant it has a negative influence on consumers' preferences. (Joana César Machado Universidade Católica –Rua Diogo Botelho, 2012)

Based on the results of the SWOT analysis established by Sutrisno, Supartono, Sufyati HS, Didit Hadayanti and Achirsyah Bahar (2023) to detect rebranding MSME products as a visual

identity in increasing brand awareness, the research recommends redesigning the product, particularly in terms of the logo, by employing a simple and memorable logo concept that is easily recalled by consumers for the purpose of enhancing brand awareness.

1.1.2 Brand equity:

As per Blazquez Cano, M., Mattich, K., Henninger, C., & Helberger, E. (2019), brand equity refers to a collection of brand resources and obligations associated with a brand, its name, and emblem, which either enhance or diminish the value delivered by a product or service to a company and/or its clientele. The main goal of rebranding is to enhance brand equity, which can lead to increased financial performance for the firm.

Aditia Yudis Puspitasari, Mahrinasari MS, & Dorothy Rouly H. Pandjaitan (2022) conducted a study at a private university in Indonesia to examine the impact of rebranding on brand equity and assess any variations in brand equity pre and post rebranding. The research followed a quantitative approach and focused on the dimensions of university brand equity, including brand recognition, perceived excellence, brand affiliation, and brand allegiance. A questionnaire survey was used to collect data from 268 respondents, including students, lecturers, and employees. The quantitative analysis revealed that rebranding had a limited effect on university brand equity, as indicated by a low coefficient of determination. The findings emphasized the similarity in brand equity before and after the rebranding process.

As indicated by Chaniago Aspizain(2016), Corporate rebranding has no significant and direct effect on the brand equity. This result means that corporate rebranding conducted by tvOne might unable to create brand equity directly. The study revealed also that brand equity has direct effect on the customer loyalty. This means that if the better brand equity of tvOne, the better the customer loyalty towards the channel, and vice versa.

A study in Manchester university led by (Blazquez Cano, M., Mattich, K., Henninger, C., & Helberger, E ,2019) detailed the most common motivators and essential stages of a rebranding process for the luxury market. Significant and moderate alterations can be implemented to the brand's image to bolster customer-based brand equity, but it's crucial to stay faithful to the brand's original legacy and DNA.

According to Aaker (1991), brand loyalty contributes to brand equity, implying that even a small, loyal customer base can bring about a significant positive shift in your brand equity. Furthermore, brand equity allows a company to set its products apart, thereby gaining a

competitive advantage and boosting revenue. As Aaker states, positive brand equity has a long-term beneficial impact on the company.

1.2 Emotional response to rebranding:

1.2.1 Brand image:

The concept of brand image has long been acknowledged as crucial in the field of marketing. While there has been some disagreement among marketers on how to quantify it, a widely accepted perspective, in line with our associative network memory model, is that brand image is the perception consumers have about a brand, as demonstrated by the brand associations stored in the consumer's memory. Keller (2020), Roy and Banerjee (2014) argued that brand image is a description of the thoughts and feelings of the consumer towards the brand. Then, according to Keller and Swaminathan (2020) brand image talks about the perceptions and preferences that consumers have about a brand which is measured through various brand associations in their minds.

In a study by Chaniago Aspizain (2016), he explores the impact of service quality and corporate rebranding on brand image, customer satisfaction, brand equity, and customer loyalty in the advertising company tvOne. The research population was made up of 173 loyal corporate advertisers to tvOne, an Indonesian national television company. However, only 144 respondents provided feedback for the study. The data from these 144 respondents were evaluated using descriptive and inferential SEM analysis. The results confirmed that corporate rebranding significantly influences the formation of brand image. It was proven that corporate rebranding plays a vital role in shaping brand image. Improved corporate rebranding positively impacts how companies like tvOne are perceived. Interestingly, the study revealed that while corporate rebranding does not directly influence customer satisfaction, it indirectly affects it through its impact on brand image. The research highlighted the direct relationship between brand image and customer satisfaction, indicating that a favorable brand image of tvOne leads to higher customer satisfaction with the channel. Moreover, the study showed a direct link between brand image and brand equity; a strong brand image enhances the brand equity of tvOne. Surprisingly, the research found that brand image does not directly affect customer loyalty. This suggests that tvOne's brand image alone may not be sufficient to drive direct loyalty from advertisers on the channel, except through indirect channels like customer satisfaction or brand equity.

Corresponding to this, in Firsan Nova (2022) study on Gojek, he investigated the impact of rebranding on brand image and customer loyalty. The research utilized primary data gathered through questionnaires distributed to 214 UNSADA students who had used Gojek services in the previous year. The sampling technique employed was non-probability sampling, specifically purposive sampling, with the sample size determined using quota sampling. The analysis was conducted using Structural Equation Modeling (SEM) and validated through LISREL, revealing that rebranding influences the established brand image held by the public. The brand image represents the whole brand and is formed based on information about the brand and past experiences.

In the same context, another study conducted by Shafira Azzahira and I Made Bayu Dirgantara (2021) discovering the effects of logo shape, logo color, typography and service quality towards brand image on PT. Gojek Indonesia, a non-probability sampling technique with a purposive sampling method was employed, targeting a media population. The study involved 115 respondents. The findings suggest that typography has a positive and significant effect on brand image, while logo shape and logo color do not have a significant impact on brand image.

Brand image does not mediate the relationship between rebranding and consumer loyalty: an important finding of the study conducted by Antoni, Sujoko Anang (2018), in the midst of explaining the effects of new identity, new image, and repositioning as a process of rebranding toward brand loyalty, brand associations, perceived quality as part of brand equity.

Through rebranding, the visual identity of a product can be improved, making the product easier for consumers to remember and improving the positive image of the product.

1.2.2 Brand attitude:

Attitude is measured as the most distinctive concept in social psychology literature and in information economics perspective. It is the most investigated issue in the consumer behavior researches (Belch & Belch, 2004). According to Rozina Imtiaz, Feroz Akbar Mallick, Zafar Ghouri, Atif Aziz (2020), It is also concluded that customers' sentiments for the brand help forming attitude for the brand.

Joana César Machado, Paulo de Lencastre, Leonor Vacas de Carvalho & Patrício Cost (2012) demonstrated through a research on How attitudes influence consumer choices in Rebranding mergers, that with regard to the affective dimension of attitude, a significant and positive association between brand affect and the choice of the brand's identity sign in a merger

situation, as is consistent with previous brand alliance research. This means that when a brand has a high level of affect, consumers will tend to choose alternatives that maintain this brand's identity signs behavioral dimension of attitude, the results suggest that the brand's clients tend to prefer the redeployment alternatives that maintain this brand's identity signs. However, when the behavioral dimension of attitude is not accompanied by a positive affective relationship, being a brand's client does not mean a higher loyalty to the brand's identity signs in a merger context.

In a study conducted by Subhadip Roy and Soumya Sarkar (2015), entitled "To brand or to rebrand: Investigating the effects of rebranding on brand equity and consumer attitudes", using cue utilization theory and information integration theory along with rebranding literature to establish their hypotheses. They tested the hypotheses using a 2×2 (with repeat measures) and a 2×3 full factorial design in succession and determined a differential effect of a specific type of change in brand element (logo and/or slogan) on the consumer attitudes. They found out a differential effect of the rebranding types on the consumer attitudes and CBBE that is subject to the relative brand position in the market.

Hsin-Hung Shenn and Chih-Huang Lin (2021) in their work on the evaluation for rebranding: the impact of logo change on brand attitude and brand loyalty, employed the experimentation method of quantitative research to explore how logo change influences the consumer behavior. By analyzing four different scenarios, 2 (Logo Appropriateness: high vs. Low) x 2 (Logo Familiarity: high vs. low) and collecting 460 data from college students, the study also adopted ANOVA to measure the influence of brand attitude and brand loyalty affected by logo change. The findings of the study indicates that rebranding is a continuously dynamic cycle which proves a positive impact will be influenced by the logo appropriateness towards to brand attitude. In other words, when customer view the logo design in line with the meaning of brand, the more familiar with the logo the more positive attitude.

Phang Ing's study (2016), titled "Cognitive, Emotional and Behavioral Reactions to Corporate Rebranding: Do NFC and Ambivalence Matter?" delved into how individuals with varying levels of ambivalence react cognitively, emotionally, and behaviorally to corporate rebranding. For this, a total of 213 valid questionnaires were utilized in the main study (156 female, Mage= 20). The research revealed that individuals with a strong inclination towards cognitive processing are more likely to exhibit ambivalent attitudes, leading them to delay purchasing decisions. Moreover, those with high levels of ambivalence tend to seek out additional information, which in turn prolongs their decision-making process due to heightened

psychological discomfort. This group commonly experiences procrastination and amplification effects. In contrast, individuals with low levels of ambivalence typically opt for proactive responses rather than delaying actions.

Econet Wireless, a Nigerian mobile network, underwent five rebrandings in eight years before becoming Airtel Nigeria. Alexander C. Tevil(2013) through his study aimed to assess the impact of multiple rebranding on subscriber loyalty and the general perception of branding in the telecommunication industry in Nigeria. A survey was conducted to gauge subscriber attitudes towards Airtel following its various rebranding efforts. Questionnaires were distributed using cluster sampling methodology. The validity of the findings was tested using Pearson Chi-Square analysis with a significance level set at 0.05 or higher. The research findings indicated that effective communication plays a crucial role in transferring brand equity. Furthermore, it suggested that multiple rebranding does not significantly alter attitudes towards telecommunication brands among Nigerians, indicating a potential lack of emphasis on branding by telecommunication companies or a general indifference towards branding in the Nigerian market. It is important to note that this study focuses solely on a specific segment of the global satellite mobile (GSM) market - students from a higher institution, which may not be fully representative of the broader market in Lagos or globally. Additionally, the study is limited to the telecommunication market in Nigeria, an emerging market.

Véronique Collange&Adrien Bonache (2015) explored the factors influencing consumer acceptance or resistance towards product rebranding. The article aimed to pinpoint and measure the key drivers of attitudes towards this marketing strategy to provide guidance for marketing managers in implementing successful rebranding initiatives. The study was structured into three phases. Initially, a qualitative analysis involving 45 consumers was conducted to identify potential variables that could impact attitudes towards product rebranding. Subsequently, a literature review focusing on the emotion of surprise was undertaken to establish connections between the previously identified variables and to form hypotheses. Lastly, a quantitative study involving 480 consumers was carried out to validate the hypotheses and assess the individual impact of each variable. The findings highlighted the impact of Surprise on attitudes toward product rebranding through a three-way process (automatic, higher-order cognitive, higher-order affective): a direct negative effect, an indirect effect mediated by incomprehension about the reasons for the change and an indirect effect mediated by the negative emotions generated by the change. Moreover, trust in firms diminishes the negative effects of anger, fear and sadness on attitudes toward product rebranding.

1.2.3 Brand Reputation:

Rebranding with better moves can rebuild brand reputation and restore customer loyalty after the brand crisis. The findings revealed that the rebranding has a significant relationship with brand reputation and customer loyalty. This study also concludes that other organization in different sectors who face a crisis, need to consider the rebranding implementation after the crisis which it can help to rebuild brand reputation and restore customer loyalty. Customer loyalty is equally vital to organization's brand. Restored customer loyalty will rebuild brand reputation (Okechukwu Worlu , Roslizawati Ahmad,2019)

Rebranding has had a profound effect on the consumers of FMCG products. Rebranding has contributed to the FMCG company implementation of long-term goals and has enhanced the image of the organization at large. Through rebranding, FMCG companies have managed to place itself strategically within the market, enhance efficiency and effectiveness of the organization and attain an advantage over its competitors thereby achieving the organization's goal of profitability. The study found that rebranding has improved organization performance through creating company and product awareness, pushing up sales, enhancing customer satisfaction and seeking to create a unique position for its product and services. This has contributed towards ensuring that both product and organization create value beyond that of their competitors and customer satisfaction is ensure.

1.3 Rebranding and behavioral intentions:

1.3.1 Brand loyalty:

Brand loyalty is characterized as a sort of behavioral reaction (e.g. to buy) with biased brand selection (i.e. repurchase the specific brands) which is communicated over time. Several studies have been conducted to investigate the impact of rebranding on brand loyalty. When done correctly, rebranding can not only attract new customers but also strengthen brand loyalty among existing ones. That's what the succeeding studies affirmed.

A study led by Zakiyah Artanti Ratnadewi, Fitri Aprilianty , Annisa Rahmani Qastharin, and Nurfaisha Hidayanti (2022), seeking to examine how Victoria's Secret's rebranding efforts impact brand loyalty by evaluating factors such as brand trust, brand prestige, and brand affection, employed a quantitative methodology, utilizing an online survey and descriptive statistics in conjunction with Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the gathered data. Results showed that rebranding can positively influence customers' brand trust, brand prestige, and brand love, which in turn contribute to increased brand loyalty.

However, brand trust does not necessarily lead to brand loyalty following rebranding. Customers who feel a sense of trust in a brand after rebranding may not necessarily be loyal to the brand, but if they develop a sense of prestige and love for the brand image, they are more likely to remain loyal. Consequently, it is possible to conclude that the absence of trust does not equate to a lack of loyalty, but the presence of prestige and love for the brand can lead to loyalty.

Similarly, A recent study on Gojek users in Salatiga was developed by Andre Prayoga, Eko Suseno (2020) aiming to analyze the effect of rebranding to consumer loyalty with brand image as mediating variable. This research adopts a quantitative methodology, with a sample of 100 Gojek users selected through purposive sampling. Data collection was carried out using a questionnaire in Google Form, serving as the primary instrument. Subsequently, the collected data underwent analysis utilizing simple regression and the Sobel test, facilitated by the IBM SPSS Statistics software application. Results had shown that rebranding positively influences brand image, which in turn impacts brand loyalty and consumer loyalty. However, the study found that brand image does not mediate the relationship between rebranding and consumer loyalty, suggesting that brand image does not directly cause consumer loyalty to increase after rebranding. Instead, consumers' loyalty to Gojek is influenced by their positive perception of the brand image and the ease of using the Gojek application, regardless of the logo change. This analysis indicated that brand image and logo are not the only factors that determine consumer loyalty, and other aspects such as the functionality and convenience of the service also play a significant role.

Media companies come in agreement with the previous findings. That's what Setiani Titi& Anton Sujoko Anang (2018) work confirmed. The method of analysis in this study used multiple linear with SPSS analysis. 110 respondents who are advertiser of Radio Kencana Malang in 2017. Suggesting that rebranding can positively affect customer loyalty, but the brand image itself does not necessarily mediate the relationship between rebranding and customer loyalty. Also, Customer loyalty to the service is influenced by their positive perception of the brand image and the its ability to fulfill their needs, regardless of the logo change.

In March 2011, Starbucks introduced a new logo as a symbol of their transition into a new era. This change sparked protests among loyal customers, not only in Indonesia but globally. To assess the impact of the new logo and brand image on customer loyalty in Jakarta, Dini Turipanam Alamanda& Arif Partono Prasetio (2015) conducted a research study. Using an explanatory survey method, they collected responses from 400 Starbucks customers in Jakarta. The data was analyzed using a scoring technique to gauge customer reactions. Structural

Equation Modeling was employed to examine the direct and indirect influence of the logos and brand image. The findings revealed that 68% of customers found the new Starbucks logo unsatisfactory, while 78% perceived the new brand image positively. The customer loyalty rate in Jakarta stood at 77.8%. The modifications made to the logo resulted in a 15.4% increase in customer loyalty, while the brand image had a positive impact of 125.5% on customer loyalty.

When it comes to hotels, The study of Fikhri Ahmad Arbi , Siti Aminah (2023) entitled "The Effect of Rebranding, Perceived Quality and Brand Awareness on Brand Loyalty at Truntum Padang Hotel Customers", demonstrated that the service rebranding, which emphasized certain characteristics compared to the old brand, can elicit a positive customer response. The sample in this study used the theory put forward by Ghozali and found a sample of 102 respondents. The primary data collection method in this study uses a questionnaire in the form of a GForm. The data analysis technique in this study uses PLS (Partial Least Square). It was also proved that the quality of service provided by the hotel has a significant impact on customers' perceived quality, which in turn contributes to brand loyalty. Additionally, the study found that brand awareness positively and significantly contributes to brand loyalty. These findings suggested that rebranding can positively affect customer response, and the quality of service and brand awareness are important factors in building brand loyalty.

Rebranding, while often undertaken with the intention of revitalizing a brand's image or adapting to changing market dynamics, can sometimes have unintended negative consequences on brand loyalty. The following studies exposed that brand loyalty can be harmed because of a few modifications made in the brand, of which core values and advantages can't be safeguarded and kept up amid such changes.

Empirical evidence from the Ghanaian banking industry directed by Bylon Abeeku Bamfo, Courage Simon Kofi Dogbe & Charles Osei-Wusu (2018), examined whether rebranding efforts had any impact on customer perception of service quality, satisfaction, and loyalty. To achieve this, moderation and linear regression analyses were conducted. The findings revealed that rebranding did not have a statistically significant influence on perceived service quality, customer satisfaction, and customer loyalty in the Ghanaian banking sector. Additionally, rebranding did not moderate the relationship between service quality and customer satisfaction, nor did it moderate the relationship between service quality and customer loyalty. Lastly, rebranding did not have a moderating effect on the relationship between customer satisfaction and customer loyalty.

The tragic incident resulting in the loss of numerous lives prompted the Malaysian Airline System (MAS) to initiate a rebranding effort encompassing changes at the corporate and business unit levels, as well as alterations to elements of their visual brand identity, including their name. This strategic overhaul aimed to rebuild the organization's brand reputation and uphold customer brand loyalty. Consequently, this research endeavors to investigate the impact of rebranding, specifically a name change, on brand loyalty and brand reputation. Employing a quantitative analysis approach, the study involved 372 flight passengers from Penang and Alor Setar airports. A seven-point Likert scale was utilized to assess the extent of rebranding's influence on brand loyalty and brand reputation. The reliability of the items and hypothesized relationships was evaluated using SPSS 20.0 and Smart PLS software. Another study attempted to explore the effect of rebranding as a name change on brand loyalty and rebuild brand reputation. The study found that rebranding had no effect on brand loyalty, but positively affects brand reputation. (Roslizawati Ahmad, Worlu Okechukwu, Hasnizam Shaari,2022).

In correspondence to this, research conducted in advertising company at tvOne on a population consisted of loyal 173 corporate advertisers to tvOne - an Indonesian national television company, where only 144 respondents who returned the feedback as part of the study. The 144 data were analyzed by using descriptive and inferential analysis of SEM. Corporate rebranding has no significant and direct effect on the customer loyalty. This result means that the corporate rebranding conducted by tvOne might unable to create customer loyalty directly. Indirectly, however, the corporate rebranding has significant effect on the customer loyalty in terms of brand image, customer satisfaction or brand equity. Customer satisfaction directly influences the customer loyalty. This means that if the costumers are satisfied well, the better the customer loyalty towards tvOne, and vice versa. (Chaniago Aspizain,2016).

Section 2 : Conceptual Framework:

2.1 Branding :

The concept of branding can be traced back to product marketing where the role of branding and brand management has been primarily to create differentiation and preference for a product in the mind of the customer. A brand is a statement, an image, a message, which is packed and delivered to the customer, so that they know what the company represents. (Unyime Emmanuel Udonde, Nkanikpo Ibok Ibok,Clement Eke ,2023) . While, Kotler &Keller (2011) viewed a brand as a name, term, symbol, design or a combination of them intended to identify goods or services of one seller or group of sellers and to distinguish them from those of rivals. On the

other hand, Alina Wheeler (2013, p2) said: *“as competition creates infinite choices, companies look for ways to connect emotionally with customers, become irreplaceable, and create lifelong relationships. A strong brand stands out in a densely crowded marketplace. People fall in love with brands, trust them, and believe in their superiority. How a brand is perceived affects its success, regardless of whether it’s a start-up, a nonprofit, or a product”*.

Many scholars and practitioners in the field of branding, studying the question of how to correctly interpret such a fundamental concept as "brand", tried to provide their own options for its definition. The most well-known of them are listed below in table 1:

Table 1 : Approaches to defining the concept of "brand" of different researchers

Definition	Researcher
<p>A brand is not a thing, a product, a company or an organization.</p> <p>Brands do not exist in the real world - they are mental constructions. A brand is best described as the sum of a person's entire experience, his perception of a thing, product, company or organization. Brands exist in the form of consciousness or specific people or society.</p>	<p>James R. Gregory, from the book "Leveraging the Corporate Brand" .</p>
<p>We define a brand as a trademark that in the eyes of the consumer absorbs a clear and meaningful set of values and attributes. The products are made in the factory. But a product becomes a brand only when it acquires many tangible, intangible and psychological factors.</p> <p>The main thing to remember is that brands are not created by the manufacturer. They exist only in the minds of consumers.</p>	<p>Charles Brymer, General Manager "Interbrand Schecter" .</p>
<p>A brand is more than just advertising or even marketing. This is all that comes to a person's</p>	<p>David F. D'Alessandro, General Manager "John Hancock", from the book "Brand</p>

mind about a product when they see its logo or hear the name	Warfare: 10 Rules for Building the Killer Brand .
A brand is a set of perceptions in the consumer's imagination.	Paul Feldwick, Executive Director of Strategic Planning, BMP DDB, International Director of Branding Planning, DDB.
A brand is an identified product, service, person or place created in such a way that the consumer or buyer perceives the unique added value that best meets his needs	Leslie De Chernatony, Professor of Brand Marketing and Director of the Center for Research in Brand Marketing at Birmingham University Business School, author of several books on branding.
Brands are figurative representations stored in the memory of stakeholders, which perform the functions of identification and differentiation and determine the behavior of consumers in choosing products and services	Franz-Rudolf Esch, Professor of Marketing, University of Giessen, Germany, Director of the Institute for Brand and Communication Research ("Institut für Markenund Kommunikationsforschung").
Brand is a name that influences the behavior of market consumers / buyers	Jean-Noel Kapferer, Professor of the School of Management HEC (France), recognized specialist in branding.
A brand is a commercially valuable sign or sum of signs that is known to a certain group of people, evokes in their memory similar information and a similar attitude to real or imaginary objects (interpretation). The brand is able to influence the behavior of this group of people in the interests of its owner, which creates its commercial value. The commercial value of a brand is also determined by how easily it can be detached from one object and transferred to another object or group of objects while maintaining its interpretation	A.V. Bulanov, from the book "Brand 2.0. From philosophy to practice».
Brand is a sign, symbol, word or combination thereof that helps	D.A. Shevchenko, from the book "Advertising Marketing. PR" .

<p>consumers distinguishing the goods or services of one company from another. The brand is perceived as a well-known brand or company that occupies a special place in the minds and psychology of consumer segments from the masses of their own kind.</p>	
<p>A brand is a receptive sign of an organization and its products, by which the consumer can distinguish the organization and its products from others.</p>	<p>Chovanová, H. H., Korshunov, A. I., & Babčanová, D.</p>

Source: (O. KONONENKO,2021)

As affirmed by Unyime Emmanuel Udonde, Prof. Ibok, Nkanikpo Ibok & Clement Udowong Eke (2023), a brand presents dual avenues for enhancing the value of the customer asset. Initially, brands enable companies to increase their share of customer spending by encouraging additional purchases of existing products, introducing new brands, or extending the brand's product line. Secondly, brands offer the opportunity to attract fresh customers by leveraging the brand's overall market perception or by introducing new brands and extensions that appeal to new customer segments. These strategies collectively contribute to augmenting the overall value of the customer asset.

2.2 Rebranding:

2.2.1 Definition:

As a company grows and changes, rebranding becomes a necessary part of keeping the brand relevant and fresh. Most of the time, it involves a total brand makeover, beginning with the brand identity creation. Various elements, such as logos, slogans, messaging platforms, and overall design, are examined and often redesigned to reflect a new vision a company has for itself. In short, rebranding can be defined in terms of three important dimensions. First, rebranding can be seen as a marketing strategy, a form of a promotional technique, or simply a tactical move to signal a change in the brand in the mind of the consumers. Secondly, rebranding can be seen as a corporate strategy. It is a strategic tactic in the general physical and mental redesign of the company in terms of its stakeholders, its employees, and its customers. Thirdly, rebranding can be seen as a response or an approach to modernization. It refers to the rationality

that explains how rebranding is used in organizations such as the public sector, the private sectors, commercial organizations, and non-profit organizations when facing modernization. The relevance of rebranding in this definition is that it becomes a method or a technique to affect or to present a modernized image or identity to the organization, its culture, and its products and services. This modernized image aims at aligning the organization better to serve the modernized needs and desires in the society and the change from the old to the new through the process of modernization.

Rebranding is an important milestone for a brand, whether it concerns the name, symbol, visual identity or ideology of the brand. From Unyime Emmanuel Udonde, Nkanikpo Ibok Ibok and Clement Eke (2023) perspective, some companies may choose to take the process of their branding a bit further in an attempt to change the already existing perception of the brand in the mind of its stakeholders.

Corporate rebranding specifically focuses on changing the brand identity of a corporation. According to (Dr.H.PUSHPALATHA , 2022) it is not a unique phenomenon but it is the combination of images of corporate who under merger to give birth to a rebranded products after the merger the new corporate is been watched by loyal customer for the effective functioning of new brands, the customer or highly meticulous in observing the performance of new branded product in existing market and psychologically compare them with old brand, during this comparison they search for new advantage over the cost product convenience and customer or the switching behavior entirely depends upon the customer and performance of new rebranded products after the ledger of two popular corporates.

Such definitions suggest that rebranding is more than a change of logo design, although visual elements such as logos and symbols are often expected to change. The complex and multifaceted nature of rebranding has generated widespread interest and debate in the business and academic world. Lambkin and Muzellec (2018) suggested that the concept of rebranding describes a firm's effort to redeploy or redevelop the intangible assets that are being tied to an existing brand. Sari (2021) agreed that Rebranding tallies with the creation of a new name, symbol, term, design or a combination of them for an established brand with the intention of developing a distinguished position in the mind of stakeholders and competitors. Rebranding, according to Daly and Moloney (2005), involves modifying both the actual and intangible components of a brand. Rebranding attempts to recreate this brand identity as opposed to branding, which primarily develops a brand re-identification. The words "rebrand" and "re" are combined to form the phrase. When a verb begins with the prefix "re," it denotes "again" or

"new," suggesting that the action is repeated two, three, or even four times. Some companies may choose to take the process of their branding a bit further in an attempt to change the already existing perception of the brand in the mind of its stakeholders. This act engaged by the company is called Rebranding.

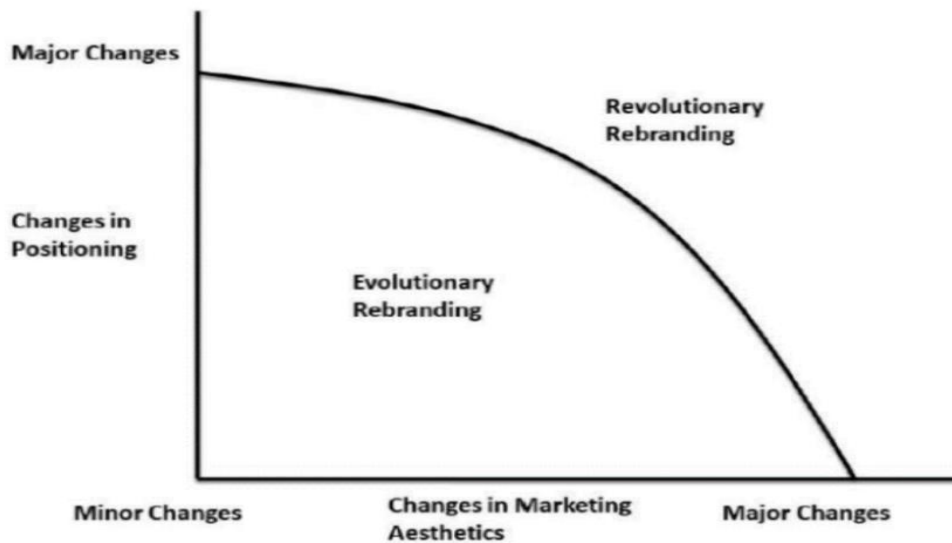
Although there are some cognitive differences in the definition of rebranding by many scholars, most of them focus on the organization's brand image, brand recognition, and the re-establishment of the relationship with consumers, specified Hsin-Hung Shen&Chih-Huang Lin (2021). Therefore, the meaning of rebranding can be explained from two aspects. One is the external perception of the brand, meaning the brand image; the second is the internal perception of the brand, meaning brand identity. These two perceptions can influence consumers' attitudes towards a brand. Therefore, this study believes that rebranding can be defined as the process of revising or reestablishing brand image to reflect the change of brand identity.

2.2.2 Rebranding's dimensions:

Rebranding has two dimensions that are evolutionary and revolutionary. Evolutionary rebranding defines minor changes in product or brand positioning while revolutionary reflect major change in brand's positioning, usually in the form of design name or logo (Muzellec and Lambkin, 2006). This aligns with Unyime Emmanuel Udonde, Nkanikpo Ibok Ibok and Clement Eke (2023) who discussed that rebranding can be characterized as evolutionary or revolutionary. Rebranding is described according to the degree of change in the marketing aesthetics and in the brand positioning. Evolutionary rebranding refers to a fairly minor development in the business's positioning and aesthetics that is so gradual that it is hardly perceptible to external observers.

Rebranding viewed as a continuum, means three change groups with respective change formats; Minor Changes (visual), Intermediate Changes (Reposition), and Complete Change. According to Stuart and Muzellec (2014), rebranding achieved with the changes of brand identity, can be categorized into three main types: Name, logo and slogan changes. In contrast, Muzellec and Lambkin (2016) believed that both changes of marketing aesthetics and repositioning can be rebranding approaches.

Figure 2: Rebranding as a continuum



Source: (Muzellec & Lambkin, 2006)

2.2.3 Rebranding mix:

Corresponding to Zakiyah Artanti Ratnadewi , Fitri Aprilianty , Annisa Rahmani Qastharin & Nurfaiza Hidayanti (2022) , changing the name, logo, and design is part of the rebranding mix, so the word "rebranding" should be defined as more prominent than that. Rebranding goes through 4 steps: repositioning, renaming, redesigning, and relaunching (the communication of the new image). There are five possible outcomes of rebranding: the changing of name and logo; the changing of name, logo, and slogan; the changing of logo only; the changing of logo and slogan; and the changing of slogan only. Accordingly, to Muzellec and Lambkin (2006) who developed four dimensions that are said to be a rebranding mix, namely:

- **Brand Repositioning:**

In this process the company needs a goal to form a new position in the minds of stakeholders, competitors, and consumers. This process is considered to have a dynamic nature because the company needs adjustments in time, because the company must be prepared with changing market trends that continue to develop in order to compete with competitors. Repositioning contains communication actions regarding the development of images of the brands that companies offer. The pre-requisite of creating a successful and a strong brand is “being different” from competitors (Kotler,2005).

- **Brand Renaming:**

This process only focuses on changing one's perception of the brand image, because the name defines the identity of the product and its image. Name changes occur due to new strategies and activities or changes in ownership.

- **Brand Redesign:**

In the redesign process, the company will redesign a product, in terms of name, slogan, logo, style and message which aims to create a new brand image. Redesign becomes a very important thing because the appearance of the brand acts as a reflection of the company philosophy that is offered in a symbol.

- **Brand Relaunch:**

At this stage the company will publish or launch a new brand into the company's internal and external. Publication activities will find out how consumers and stakeholders perceive the new appear.

2.2.4 Importance of Rebranding in brand strategy:

With relevance to branding, Alexander C. Tevi & Olutayo Otubanjo (2013) in their research entitled "Understanding Corporate Rebranding: An Evolution Theory Perspective", highlighted the importance of Rebranding in Branding Strategy, so that the significance of rebranding within a company's branding strategy becomes increasingly evident as the organization expands and undergoes transformations. Rebranding serves as a strategic tool for companies to realign their brand positioning and communicate their evolving mission to stakeholders effectively. In a dynamic marketing landscape characterized by technological advancements and shifting consumer dynamics, the need for rebranding is underscored by the need to adapt to these changes. The resources essential for executing a successful rebranding initiative are mentioned in a comprehensive report on strategic rebranding from the University College London, emphasizing the importance of understanding the impact of rebranding on customer equity. It is evident that the rationale behind rebranding initiatives varies across industries and even within different segments of the same industry. For instance, in the charitable sector, rebranding efforts may be driven by the necessity to reflect brand value in financial statements, catering to a specific audience's interests. Conversely, in the commercial sector, rebranding aims to enhance customer satisfaction, leverage effective marketing strategies, and elevate brand appeal. The success of rebranding endeavors is not solely

dependent on available resources and internal expertise but also on the strategic decisions made by key stakeholders within the organization, underscoring the critical role of management in steering the rebranding process towards achieving desired outcomes.

2.2.5 Rebranding reasons:

Understanding why a rebrand is necessary and defining perceptions is a vital part of business development.

Rebranding is a process that is typically driven by a combination of internal and external factors. Internally, it involves operational choices, brand evolution, corporate changes like acquisitions or mergers, among others. Externally, economic circumstances, adverse publicity, and public sentiment can also influence the decision to rebrand. This endeavor is complex as it necessitates the creation of a fresh brand identity and impression while preserving the existing brand recall in consumers' minds. Successful rebranding aims to avoid public confusion about the brand, ensuring a smooth transition without compromising consumer recognition (Zakiyah Artanti Ratnadewi , Fitri Aprilianty , Annisa Rahmani Qastharin , and Nurfaiza Hidayanti,2022).

In line with this, Unyime Emmanuel Udonde, Prof. Ibok, Nkanikpo Ibok and Clement Udowong Eke (2023) Companies may rebrand as a tool to counter competition and maintain competitive advantage. In line with this, the following reasons suggest why companies adopt a rebranding strategy:

i.To keep up with the times and keep pace with changing consumer needs : for example, services, accessibility, convenience, choice, fashion and technology. In the case of Peugeot, a French car manufacturer who opted to reimagine their logo design altogether, rather than simply stripping it down to its raw elements. Designed in- house at Peugeot, the 2021 logo reflects a new philosophy of “living in the moment”

ii.If a brand has become old-fashioned and is in danger of stagnation or is already in a state of erosion:For instance; Keds, a popular female foot wears. Keds’ popularity improved through the 60’s and 70’s with their athletic line, and again in the 80’s and early 90’s with DJ Tanner and Kelly Kapowski sporting shoes. The business identity became outdated and they needed a new slogan and a rebranding campaign. Keds president Chris Linder aimed to capture a new generation of women who have been leading an exciting cultural shift, redefining the discourse on equality and female empowerment. The result was their 'Ladies First Since 1916' promotion, intended as a celebration of amazing women like Taylor Swift who are blazing new trails. The

new brand messaging, logo change, and a more modern mission statement make Keds a pronounced example of rebranding while maintaining the fundamental values.

Due to fierce competition or a rapidly changing environment, some brands may need to undergo rebranding efforts. For instance, Pizza Hut, founded in 1958 by two Wichita State students and named as such due to the limited space on the sign, faced challenges when its reputation took a significant hit after the release of two YouTube videos showing employees engaging in unsanitary practices. As a result, Pizza Hut's market share in the pizza world dropped from 19% in 2008 to 16.7% in 2013. The popular pizza chain needed a rebranding approach to address the identity crisis it faced. In 2014, Pizza Hut unveiled a new, modern logo and introduced a new "Flavor of Now" menu after conducting consumer research.

iv. As a result of mergers and acquisitions: For instance, Access Bank which rebranded itself in 2019 after its merger with Diamond bank and changed its name to Access Diamond and its logo to signal the commencement of a new enlarged banking entity.

v. As a result of globalization: In the case of Coca-Cola in the 1980s and '90s, when the company first emerged onto the global stage, standardized products and messaging resulted in a backlash against American imperialism. In response, Coca-Cola came out with its 'think local, act local' marketing strategy in 2000, with an aim to increase local sensitivity.

vi. In order to generally improve a brand's competitiveness: by creating a common sense of purpose and unified identity, building staff morale and pride, as well as a way of attracting the top talent or even a way of trying new markets. In the case of MTN whose Logo was rebranded to reflex a refreshing brand identity and to align their strategic intent to provide digital solutions to support African's progress.

vii. To decrease business development and operational costs: or a way of countering declining profitability or consumer confidence. For example; The Airbnb logo and color which were changed to reflect the sense of belonging.

viii. To signal a change in direction, focus, attitude or strategy: A case of Nike to show their support for diversity and feminist movements of 2017-2018 rebranded itself to empower their target audience, by creating a series of advert campaigns that focused on women and men of all cultural backgrounds. Their advert campaigns do not just focus on clothing, shoes or accessories as they are already known for having quality products; instead, they focus on social issues like equality, diversity and poverty that are relevant today.

ix. When company's name has become associated with a negative event, scandal or a tragedy and so rebranding will enhance the company to have a new image and customer will have new perceptions of the company. A case of Xe Services, Blackwater Worldwide which rebranded its name to Academi in 2011 after the death of 17 Iraqi civilians in Baghdad which the gunman was convicted and sentenced to 37 months in prison. Also, ValuJet Airlines in 1997 rebranded its name to AirTran Airways after a crashed in 1996 with no survivors among the 110 passengers and crew.

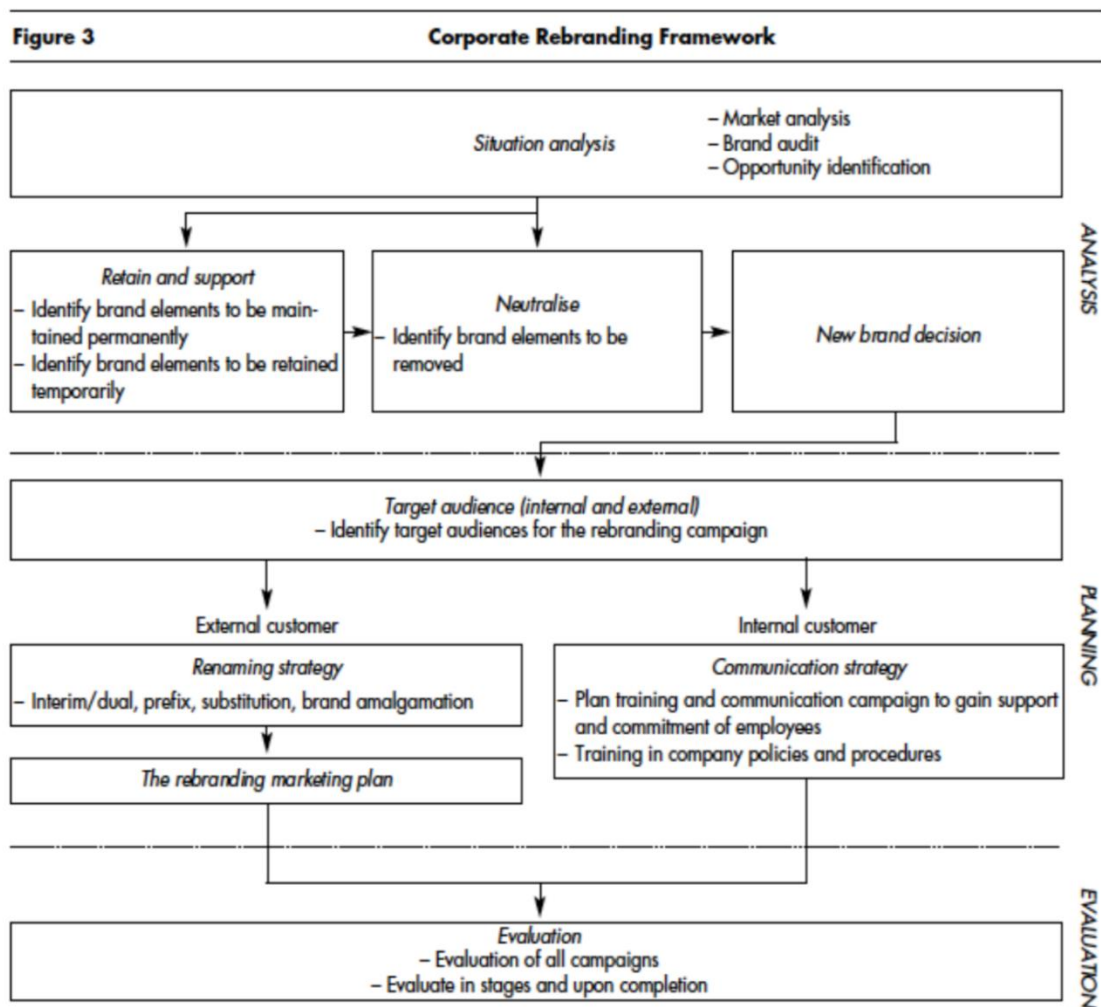
x. Where there are complex product portfolios, considerable advertising and branding clutter, media proliferation and subsequent audience fragmentation. In the case of Dangote Group of Nigeria with different product portfolios but with different brand names.

xi. To capitalize on new opportunities or innovative mediums such as the Internet: For instance; of Netflix originally founded in 1997 which was not well done not until 2007 that Netflix took the risk to create an online streaming service that would showcase movies and television shows online and in 2013, Netflix went through further rebranding to compete with production companies Universal and Paramount, by producing their own original series and movies.

2.2.6 Rebranding Process:

Rebranding is considered a complex and multifaceted endeavor that necessitates the engagement of various processes, viewpoints, efforts, and actors to ensure its effectiveness and success. Therefore In 2003, Daly and Moloney developed a rebranding framework in their work "Managing Corporate Rebranding" in conjunction with a brand's management team, employees, and customers who have undergone rebranding. This framework guides the rebranding process from analysis to evaluate stages as illustrated in the figure below:

Figure 3 : Corporate rebranding framework



Source: (Daly & Moloney, 2004).

Accordingly, Unyime Emmanuel Udonde, Prof. Ibok, Nkanikpo Ibok and Clement Udowong Eke (2023) stated that the rebranding handle comprises of three primary stages comprising of examination, arranging and assessment. The key components of the method are circumstance investigation, the renaming methodology, communication and preparing procedures and the rebranding showcasing arrange. This process of rebranding can be interlaced and/or covering, and might not fundamentally take after each other in this arrange.

- **Analysis:**

Usually, to begin with arrange within the rebranding handle. Here, the investigation analyzes both the quantitative and subjective issues such as:

advertise measure and potential; showcase demeanors and inclinations; and competitor qualities and shortcomings. In expansion, brand reviewing is imperative at this organize. Brand reviews offer assistance give the market's viewpoint on the brands included in rebranding, appearing their qualities and shortcomings and those of competing brands. After the brand review, the modern brand choice is made, which is formed as a result from the distinguishing proof of the brand components that ought to be kept up for all time and those brand highlights that got to be held incidentally. After their recognizable proof the company can recognize brand components that need to be evacuated within the handle of rebranding.

- **Planning:**

The another step of the rebranding prepare is arranging the communication methodologies for focusing on the outside and inner clients . After analyzing the demeanors of the employees, the company will have to be create preparing programs and communication strategies for the internal customer. In this way the workers will back the method of rebranding, will be more committed to it and will be prepared in the procuring company's approaches and methods. The communication methodology for the outside clients includes advancement of the renaming procedure and rebranding promoting arrange. Planning is seen a wide stage counting a few choices and comprising of a few sub-processes of re-positioning, renaming, rebuilding and re-designing the company before the unused corporate brand is propelled.

- **Evaluation:**

The final step within the rebranding handle is the assessment of the past stages and campaigns in terms of the objectives and goals that have been set within the prepare. The assessment permits any perspective of a arrange to be altered as the require for such change gets to be apparent. An audit or generally assessment ought to be held at the conclusion to require a more all-encompassing see of the arranging prepare. Assessment moreover incorporates measuring the victory or disappointment of the method. Measuring is troublesome, and thus it is suggested that re-branding ought to be assessed with respects of its introductory objectives. An additional stage is Usage Organize. The usage organize is after the arranging organize and includes the re-launching of the new brand arranged some time recently. Propelling the unused brand is a twofold range counting propelling to begin with for inside partners and after that for outside partners. Inside, the brand can be presented through daily papers, yearly gatherings, workshops, intranet, group gatherings or preparing and instruction. To outside partners the unused brand

can be communicated through press releases, advertising brochures and in schedule communication. Rebranding can happen at three unmistakable levels in an organization:

corporate, strategic trade unit, and item level. When it comes to rebranding at the corporate level, there are four approaches to renaming a corporate. In some cases, between times approach is utilized where the intervals arrangement before the modern title supplants the ancient title or bequest brand. The prefix approach is more suitable when two or more brands combine, but none of the existing brands is utilized as the unused brand. Substitution approaches.

2.2.7 Paradigm shift in rebranding:

explains an important change that happens when the usual way of thinking about or doing something is replaced by a new and different way. It represents a major change or development on how a company or businesses rebrand their goods or services. They regularly benefit companies in the proficiency and quality of their products while changing the key concepts of how they work. In the past, companies who engaged in rebranding were mainly concerned with just slapping up a new logo and calling it a day. They push this new logo to the public for use. However, paradigm shifts in rebranding have occurred with the wide spread of technological awareness, customers have a greater share with what happens in the company. This has entails having the customers in mind when carrying out a rebranding. This will make the company to gain a wide recognition and an acceptance of the new product/service.

2.3 Visual Brand Identity:

The concept of associating "identity" with branding seems to have originated within the realm of corporate communication. Wally Olins, in his seminal work on corporate identity from 1989, delves into the essence of identity and introduces a framework comprising three distinct brand identity structures. Within one of these structures, known as branded identity, brands are portrayed independently without being subsumed under a corporate identity, allowing them to establish their unique identity. Olins' exploration of identity stemmed from an examination of how organizations visually represent themselves. Elements such as brand names, logos, symbols, characters, slogans, and architectural designs play a pivotal role in shaping and reinforcing an organization's identity. The discourse on corporate identity dates back to at least the early 1970s, with a surge in interest around the term "identity" within organizational studies emerging in the early 1980s, coinciding with a heightened focus on the symbolic and conceptual aspects of organizational dynamics. (Jonathan E.Schroeder and Miriam Salzer-Möring 2006,p107)

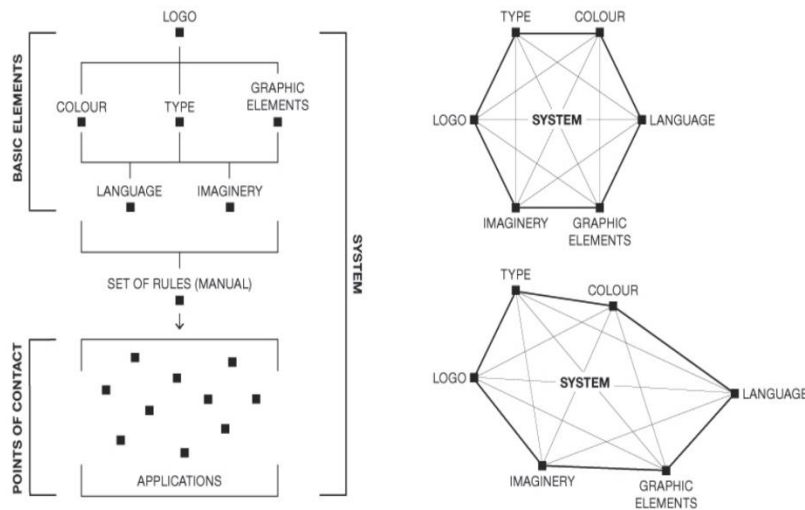
It is important to address corporate visual identity alongside brand identity to ensure consistency and clarity on how your company is perceived. As believed by Wendy Bolhuis, Menno D.T. de Jongh and Annette L.M. van den Bosch (2018), a Corporate Visual Identity (CVI) encompasses various essential components such as the organizational name, emblematic logo, typographical style, color palette, tagline, and frequently includes supplementary graphical elements. Notably, the name and logo are pivotal aspects of an entity's visual identity, serving to enhance recognition within its market sector. Empirical research suggests that logos have the capacity to convey corporate identities and consequently influence corporate image perception. Moreover, a well-crafted CVI can aid in distinguishing organizations from their rivals, fostering brand awareness across borders, and promoting employee identification. As a result, a robust CVI constitutes a strategic instrument for organizations seeking to optimize their public profile and internal cohesiveness.

According to Alina Wheeler (2013, p4), Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible. Brand identity takes disparate elements and unifies them into whole systems. Within this frame of reference, Guida, Francesco Ermanno & Voltaggio, Ernestob (2016) explained that when we employ the term "image," we may refer to an intangible concept that serves as a distinctive marker enabling the identification of a subject, thereby rendering it tangible and aligning with the term "identity." Consequently, the terms "visual identity" and "corporate identity" often overlap in meaning. It is important to note that "corporate identity" encompasses a broader scope beyond solely visual elements. This broader concept is now commonly referred to as "brand identity," encompassing a multi-dimensional and multi-channel approach to branding across various scales and platforms.

Over the past two decades, there has been a shift in the perception of brand identity, moving away from a sole reliance on logos towards a more nuanced approach. The concept of a "post-logo" era has emerged, highlighting the potential to effectively convey a brand's essence through dynamic and flexible criteria that emphasize uniqueness and adaptability. This new perspective on visual identity focuses on capturing the diverse facets of a brand's personality by placing greater emphasis on secondary elements previously considered less significant. These elements are now seen as crucial components that, when combined based on specific criteria, ensure the subject's identity remains recognizable. This approach

acknowledges the complexity and inherent differences within a brand, allowing for a variety of expressions while maintaining coherence and consistency in communication. (van Nes, 2013).

Figure 4 : representation of the typical visual identity structure



Source : (Guida, Francesco Ermanno & Voltaggio, Ernestob,2016)

On the right it is represented how dynamic or flexible visual identities work. Source: van Nes, (2013).

Jachum, Emanuel (2013) supposed that Visual identity is a dynamic system composed of six key elements that interconnect and interact to shape it.

The Logo: This is often seen as the cornerstone of visual identity. Although a visual identity system is made up of various components, the logo is usually the star of the show. Logos can take various forms - they can be iconic (featuring only an image or graphic symbol), typographic (text-only), combination (graphic symbol + text), or abstract (geometric shapes and their combinations). The logo's design is determined by these basic elements.

Typography: This encompasses all written, illustrated, or drawn elements within the design. The goal is to create varying levels of attention while ensuring readability within a constantly evolving digital framework.

Color: This is a crucial element in visual identity design. The choice of a specific color palette can influence the overall appearance and the logo's color scheme, reflecting its concept and the

overall illustration. Color also distinguishes different products and helps identify a specific institution's visual identity without needing to examine other elements.

Graphic Elements: These include a vast array of shapes, lines, and pictorial symbols that highlight certain elements, convey information, and simplify complex data, making it easily understandable and interpretable.

Imagery: Images serve to communicate the brand's value and narrate its story, acting as a bridge between the content, the environment, and the consumer. They deliver communication messages swiftly and effectively.

Language: In this context, language refers to unique names assigned to an organization's services or products, like Apple and its sub-products, which form a product line with sub-brands under the "i" name, such as iPhone, iPad, and iPod. This language element is a crucial part of visual identity.

2.3.1 Logo:

Referring to Intan Primasari & Agung Tirta Wibawa (2021), if a company was likened as a human, then it is definitely having its own individual character, cultures, and values. Company's identity mostly become an important factor in assuring the smooth running of product creation. It goes even as far as that it is also capable to influence buying decision because the company's identity in the form of its name or logo can be pivotal factor of a sale of a product, as from it the consumer's may know the producer of that particular product or services that they bought. Wide audience or society in general associate logo and build their perception towards the company through it. The shape of a logo can be in the form of certain symbols, such as picture, shape, special letters, or phrase that was written with specific typeface that reflects on the company's personality.

In accord with that, Meltem Diktaş & V. Özlem Akgün (2021) supposed that the logo acts as a mirror for the business consumer and helps in identifying and promoting the business and its products. It is a unique signature consisting of signs, symbols, letters, and pictures used to distinguish and differentiate business name from other businesses.

Carmine Gambafdella (2014) observed that technological advancements have transformed visual culture in societies and institutions. This shift has prompted designers to adapt to modern developments, leading to an evolution in logo design concepts. The characteristic of change has become more apparent, resulting in the emergence of dynamic logos. Contemporary

technologies offer extensive capabilities to manipulate the design, its structure, and its progression, unlike in the past. These technologies also equip the designer with the ability to program not just in two or three dimensions, but also in the fourth dimension (time), which alters the image's appearance, not merely through basic control, but via programming.

- **Dynamic Logo:**

Some of the most experimental methods have garnered attention due to their innovative strategies and diverse skill sets, leading to the development of new visual languages. The field of visual identities is particularly intriguing, although other areas of experimentation are not excluded.

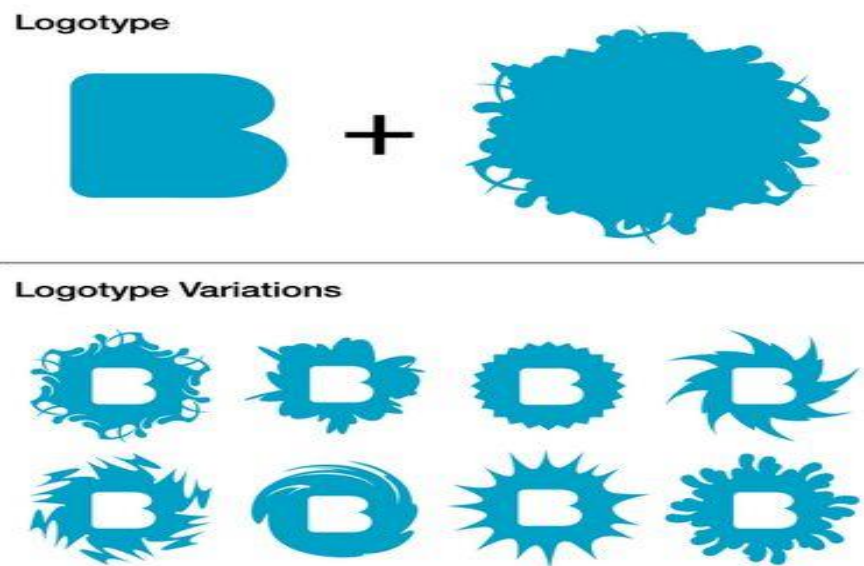
As indicated by Prof. Dr. Hassan Mohamed Mohamed Abouelnaga&Basant Gamal Ali Salem (2022), the concept of a dynamic logo encompasses the idea that through strategic design choices, a logo or visual system can effectively convey the multidimensional essence of brands across various contexts. There are five key categories where this dynamic approach is particularly impactful.

- **Dynamic logo based on aesthetics:**

This category focuses on logos that evolve over time and adapt to different scenarios based on predefined parameters like shape, color, and font, and in every situation, it is governed by the principle of differences and predetermined boundaries for growth. The modifications aim to communicate new ideas or portray diversity within a brand. For instance, the Brooklyn Museum's new visual identity program features a logo with a fixed letter "B" that transforms into eight distinct shapes in a vibrant blue color. This dynamic logo symbolizes the museum's diverse exhibits and audience, reflecting its visitor-centric goals. The design, created by Studio 2x4, emphasizes flexibility, change, surprise, and accessibility, as articulated by Creative Director Michael Rock.

In summary, a dynamic logo can be a powerful tool in expressing the evolving nature and diverse facets of a brand, enhancing its visual identity and resonating with its audience in innovative ways.

Figure 5: the Brooklyn Museum (New York), Logo Variations



Source : Studio 2x4, 2004

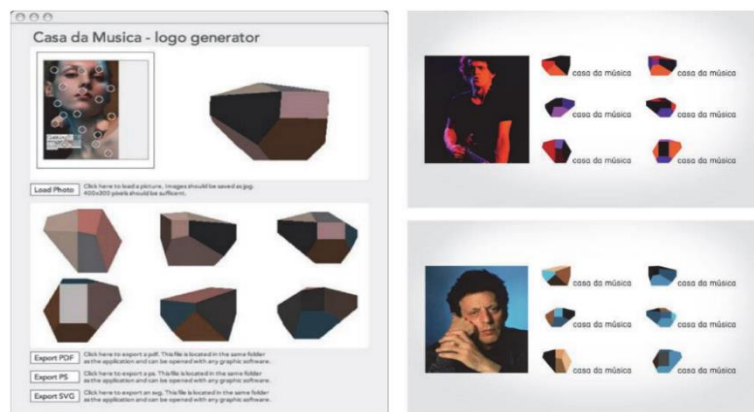
- **Dynamic logo based on visual codes:**

Guida, Francesco Ermanno & Voltaggio Ernestob (2016) in their research ‘ ‘ Programming Visual Representations. Evolutions of Visual Identities between Tangible and Intangible ‘ ‘ delved into the second category focusing on designs that go beyond simply defining a range of variations. Instead, their primary objective is to orchestrate the process that governs these variations, thereby formalizing a visual code that transforms into a genuine language when implemented. These instances involve the utilization of a specialized and personalized program for managing visual codes and their development.

The visual branding of Casa da Musica, crafted by Stefan Sagmeister, exemplifies the second category illustrated in Figure (). This design is underpinned by the utilization of Logo Generator software, enabling the dynamic management of a logo inspired by the architectural form of the building, which features six distinct sides. The logo undergoes transformations across various applications and adapts its colors accordingly, reflecting the institution's diverse musical initiatives spanning genres from jazz to classical and contemporary expressions. Given Casa da Musica's multifaceted audience and wide-ranging musical programs, a static visual identity would be inadequate. Hence, the design system allows for the selection of custom color palettes and thematic imagery tailored to each specific event or initiative. This flexibility extends to corporate applications, where personalized business cards are created for internal staff, incorporating colors derived from the individual's profile picture. In essence, this dynamic

visual identity system not only caters to the daily management needs of identity custodians but also provides a range of solutions that benefit both administrators and end-users, ensuring a cohesive and adaptable brand representation that resonates with Casa da Musica's diverse audience and musical offerings.

Figure 6 : A logo generator for Casa da Musica, created using Processing.



Source: design Stefan Sagmeister, (2007).

- **Dynamic logo based on algorithms:**

As claimed by Pisklakov, Pavel (2016), The third category, known as the dynamic identity standard system, employs certain rules or algorithms to alter the logo, resulting in a variety of distinct logo versions. These rules and algorithms typically rely on random parameter selections to generate logo diversity; hence they can be referred to as a zero algorithm.

- **Dynamic logo based on data:**

Parente, Jéssica, Martins, Tiago, and Bicker & João (2018) introduced the fourth category in their study, presenting an innovative approach to typography that delves into the intersection of type design, visual identity design, and information visualization. Their exploration focused on the impact of data on logotype design and how a linear logo can effectively communicate information. Utilizing the University of Coimbra (UC) as a case study, they developed a data-driven linear logo representing various colleges within the university. This unique logo design was influenced by the diverse student population across all faculties, aiming to harmoniously integrate and unify the distinct academic departments. Designed to be adaptable and responsive to evolving data related to students, the dynamic linear logo effectively represents the diverse faculties of the university in a cohesive and dynamic manner.

2.3.2 Color:

Color serves as a primary cue for emphasizing information that proves influential in prompting specific reactions from individuals. It acts as a powerful tool of communication for businesses and marketing, evoking emotions, conveying personality, influencing consumer perceptions and behaviors, and aiding organizations in positioning themselves distinctively in the market. By strategically employing colors, companies can effectively communicate with their target audiences, enhance their brand image, facilitate visual recognition, and establish a competitive edge in the marketplace. (Shafira Azzahira, I Made Bayu Dirganatara,2021)

Color, believed to possess a greater vibrancy compared to black and white, plays a pivotal role in capturing attention and conveying information. For a product to excel amidst a sea of competing brands, it must have the ability to distinguish itself, with color being a potent tool in attracting the necessary attention. However, the allure of color can sometimes divert focus towards irrelevant details, overshadowing critical and diagnostic information. When colorful visuals consume consumers' cognitive resources that could be better utilized in analyzing the textual content of a product label, it may lead to erroneous conclusions. Colors can breathe new life into aging logos, with varying cultural interpretations and associations influencing color perceptions. Researches revealed that certain color associations can transcend product categories, with cold and dark hues often linked to luxury and higher prices, while lighter tones, particularly white, are favored for budget-friendly items.

- **Psychology of colors:**

With the surge of consumerism, there has been a notable uptick in research focusing on unraveling the correlation between color psychology and marketing. Color psychology, at its core, delves into the examination of how various colors impact human emotions and actions, elucidating how individuals respond to different colors influenced by their cultural background, gender, and age. Colors not only wield significant influence over consumer purchasing decisions but also play a pivotal role in shaping the identity of consumer brands. As articulated by Gloria Johnson-Powell, a distinguished professor at Harvard Medical School, adept utilization of colors in printed materials can wield a profound influence on individuals' responses and emotional states.

According to Linxuan Dai (2023), Over 80% of information transmitted to the brain is visual, and color plays a huge part in it. In a functional neuroimaging study, the authors proposed that in the fusiform gyrus, there is an area called V4 that plays a significant role in color perception since the V4 has been associated with color constancy operations (the ability to perceive colors as relatively constant over varying illuminations), color ordering tasks, object color recognition, conscious color perception, color imagery, and color knowledge. The more colorful the color is, the higher the chance that it will be transferred to memory because it will increase a human's attentional level. Thus, colorful images will lead to higher attentional levels. Having the correct color in products, therefore, can attract consumers and help them remember the merchandise. Those are all benefits for sellers to increase their sales. Light plays a very significant role in affecting human mood. This is caused by one of the human detecting light systems, the non-image-forming system, which is the system that affects circadian rhythms, like sleep patterns, hunger, homeostasis, and physiological and neurobehavioral human functions.

The digital environment has faced consumers with many visual stimuli that they need to somehow sort and process, and it is inevitable some of these stimuli are going to be ignored. That is why professionals should engage more resources when deciding on the shape itself if they want their logo to be recognized and liked among their rivals, and not focus solely on logo color (especially red) and expect to stand out based on it. This does not mean they need to ignore colors they use, but quite the opposite – they should use them more carefully. Results of this study suggest they should be more careful when using large amounts of red, and that they should favor green and blue to elicit more favorable outcomes. (Torbarina, M., Grgurić Čop, N., & Jelenc, L,2021).

2.4 Brand Loyalty:

Brand loyalty, a central tenet in brand marketing since Aaker's work in 1991, serves as a gauge of consumer allegiance to a brand. The degree of brand loyalty signifies the likelihood of customers opting for alternative brands. A higher degree of loyalty implies a lower susceptibility to the attractions of competitor promotions or product enhancements. On the other hand, consumers exhibiting lower loyalty are more prone to patronize other brands. Essentially, brand loyalty quantifies the extent of preference for one brand over others providing comparable products or services, considering factors such as price sensitivity and purchase frequency. (Chaudhuri & Holbrook, 2001).

Oliver (1999) posits that brand loyalty is a deep-rooted connection and dedication to a brand, leading consumers to consistently purchase the same products repeatedly. Ishak and Ghani (2013) further elaborate that brand loyalty is cultivated through extensive product usage and consumer satisfaction, closely tied to the individual's preference for the brand. They emphasize the strategic significance of brand loyalty in reducing costs, attracting new potential loyal customers, and maintaining a competitive edge in the market. Mao's (2010) previous research suggests that brand loyalty is influenced by several key factors, including satisfaction, trust, and commitment, which are gradually built through a consumer's tendency to repurchase the product despite market fluctuations or economic conditions. Brand loyalty also serves as an indicator of product quality, as it stems from consumers' trust in the brand's offerings. Consequently, a brand with a large base of loyal customers demonstrates positive consumer satisfaction and a favorable brand image in the minds of many. In alignment with this notion, the findings from the suggested model reveal that brand commitment and perceived risk have a positive correlation with both attitudinal and behavioral brand loyalty. The degree of a brand's commitment to its customers influences their affinity towards the brand, thereby enhancing brand loyalty. The stronger the commitment, the greater the brand loyalty. Customer satisfaction has been recognized as a key factor in fostering brand loyalty as it aids in forecasting future consumer purchases. The positive relationship between brand commitment and behavioral brand loyalty underscores the importance of this construct as it not only draws customers to the brand but also encourages repeat purchases. This study proposes that while attitudinal brand loyalty may not be the closest predictor, it remains a significant forecaster of behavioral brand loyalty. The results also validate the mediating role of attitudinal brand loyalty in cultivating brand loyalty. (Rozina Imtiaz, Feroz Akbar Mallick, Zafar Ghouri, Atif Aziz, 2020)

According to Deng, et al., (2010) broadly speaking, brand loyalty is defined as repurchasing a product or service based on customer satisfaction which results in purchasing the same brand or brand set. Brand loyalty is a manifestation of customer loyalty to a brand. The higher the level of consumer loyalty to the brand, will provide benefits for the company such as through loyal consumers can be a basic barrier for the entry of new competitors, can be the basis for setting premium prices, giving enough time for companies to respond to competitor innovations, and a stronghold of price competition. disturbing (Aaker, 2018).

Brand loyalty denotes a brand's enduring likelihood of being chosen. It is characterized by a commitment to act without immediate consideration of costs and benefits. Extensive marketing research emphasizes brand loyalty as a significant outcome of robust consumer-brand

relationships. Businesses that prioritize cultivating brand loyalty are projected to achieve increased profitability, reduced marketing expenditures, and enhanced competitive positions. Consumers benefit from brand loyalty by streamlining the process of product information search and comparison across different companies. (Donafeby Widyani,2021).

Brand loyalty today is characterized by fluidity, consumer-driven preferences, a focus on honesty and reliability, and the need for brands to adapt by building meaningful connections with customers based on trust and respect. Consumers particularly emphasize the importance of feeling valued by brands and seek more emotionally resonant connections.

According to the concept of Oliver (1999, pp. 35-36), it is divided into 4 steps as follows:

- 1) Cognitive Loyalty is the level consumers aware or interest to get information about a product or a brand, knowledge of the brand, information or understanding of the features, characteristics, or benefits of the brand.
- 2) Affective Loyalty is the level that consumers like or dislike a brand.
- 3) Conative Loyalty is the stage that indicates the consumer's behavior towards the brand, such as the intention to buy the product or trial purchase, etc.
- 4) Action Loyalty is the stage where consumers show their intention to buy such products again or buying behavior.

2.5 Brand Attitude:

There are two major perspectives with regards to attitude structure. First, we can view attitudes as evaluative responses influenced merely by beliefs (e.g., Wyer, 1970). This view of attitude reached its pinnacle with the famous expectancy-value models of which theory of reasoned action (Fishbein & Ajzen, 1975) is of paramount importance. The well-known formula ($A = \sum b_i e_i$) indicates that the attitude is the sum of all evaluative beliefs regarding the attitude object where b_i is the consumer's belief defined as the extent to which the object possesses attribute i , and e_i is the evaluation of attribute i .

Consumer preferences or sentiments towards brands are subjective, influencing their purchasing behaviors. Keller (1993) suggested that consumers assess the attributes of various brands in the market before making a selection. This positive or negative appraisal of each brand can be termed as the brand attitude of the decision-makers. Given that

consumer attitudes can predict their purchasing intentions and related behaviors towards a brand, attitudes significantly impact the brand (Chaudhuri, 1999) and influence the brand's overall value. The term "attitude," originally a psychological concept, refers to an individual's comprehensive evaluation of something (Allport, 1935). Thus, when applied to brand strategy, the term "brand attitude" refers to consumers' overall assessment of a brand (Wilkie, 1986). Mitchell and Olson (1981) posited that consumers' brand attitude towards a brand is their holistic assessment of the brand's various attributes. Conversely, Keller viewed brand attitude as consumers' overall rating of a brand, which forms the foundation of their subsequent behavior towards the brand (Keller, 1993).

In the context of brand attitude, the three-factor model of attitude, encompassing cognition, affect, and behavior, proposed by Rosenberg and Hovland (1960), is currently widely referenced by scholars. Lutz et al. (1983) further categorized brand attitude into cognitive level (advertising, brand cognition), affective level (advertising, brand attitude), and behavioral tendency (purchase intention). Assael (1995) segmented brand attitude into brand belief, brand evaluation, and purchase intention, suggesting that after consumers are exposed to brand stimuli, three distinct attitude components emerge, which subsequently influence brand attitude. These three attitude components typically interact with each other, implying that a change in one attitude component usually triggers changes in the other two. Consequently, many marketing strategies aim to offer incentives to alter an attitude component, thereby indirectly influencing consumer behavior. The three-component model of attitudes asserts that along with beliefs, cognitive component, affective and behavioral components also underlie attitudes (Maio, Esses, Arnold, & Olson, 2004).

2.6 Hypothesis:

Upon reviewing the existing literature and structuring our research, we have concluded that it is imperative to take into account previous findings regarding the connection between our variables. In this section, we will assess whether researchers have identified a positive or negative correlations between our variables and will formulate the hypotheses for our study.

Logo change can have a profound impact on consumers' perceptions of a brand by signaling a brand refresh, innovation, or a shift in brand positioning. Positive perceptions resulting from a logo change can lead to increased purchase intention. A redesigned logo can influence the overall brand image and identity, enhancing brand image if it aligns with consumers' preferences, values, and expectations. A visually appealing or meaningful logo

redesign can spark consumer interest and engagement, potentially increasing purchase intention among curious or intrigued consumers. In a competitive market, a logo change can help a brand stand out and differentiate itself from competitors by communicating unique value propositions or resonating with target consumers, thereby strengthening the brand's competitive positioning. (Antonio S. Williams, Sungwook Son, Patrick Walsh, and Jin Park, 2021).

H1a: logo change impacts positively on behavioral loyalty.

Consistency in branding, including logo design, is essential for building and maintaining brand trust. A logo change that is perceived as authentic, transparent, and in line with the brand's values can strengthen trust with consumers, leading to higher levels of attitudinal loyalty. Moreover, a logo change can evoke emotional responses from consumers. If the new logo triggers positive emotions, such as excitement, nostalgia, or admiration, it can deepen the emotional connection consumers have with the brand, fostering stronger attitudinal loyalty. In a crowded marketplace, a logo change can help a brand differentiate itself from competitors. A distinctive and memorable logo redesign can set the brand apart, attracting consumers' attention and fostering a sense of uniqueness that contributes to attitudinal loyalty. By creating a logo that is authentic, emotionally resonant, and distinctive, brands can build trust, deepen emotional connections, and differentiate themselves from competitors, ultimately leading to higher levels of attitudinal loyalty. (Antonio S. Williams, Sungwook Son, Patrick Walsh, and Jin Park, 2021)

H1b: Logo change impacts positively on attitudinal loyalty.

According to Suriadi, J., Mardiyana, M., & Reza, B. (2022), Refreshing a brand's image through color updates can positively impact behavioral loyalty by providing a fresh and modern look, potentially attracting new customers and re-engaging existing ones. This strategy can be particularly effective when the new color palette aligns with consumer preferences and emotions, as it can strengthen the emotional connection with the brand, leading to increased loyalty. Additionally, changing colors strategically to differentiate the brand from competitors can make it more memorable and appealing to consumers, potentially increasing loyalty. By carefully considering the psychological associations, brand recognition, emotional responses, and cultural considerations of color, businesses can effectively use color to enhance their brand image, emotional connection, and differentiation, ultimately leading to increased consumer loyalty.

H1c: colors change impact positively on behavioral loyalty.

Changing colors to differentiate the brand from competitors can enhance the brand's distinctiveness and memorability, attracting consumers' attention, fostering positive attitudes, and nurturing attitudinal loyalty. While color changes can positively impact attitudinal loyalty, maintaining consistency in branding elements is crucial. Consistent use of colors over time reinforces brand identity and recognition, contributing to positive attitudes and attitudinal loyalty. Understanding consumer preferences and cultural associations with colors is essential when implementing color changes, as aligning colors with consumer preferences can lead to more positive attitudes and increased attitudinal loyalty. By strategically balancing differentiation, consistency, and consumer preferences in color changes, brands can effectively enhance their uniqueness, brand recognition, and consumer loyalty. (Suriadi, J., Mardiyana, M., & Reza, B.,2022)

H1d: colors change impacts positively on attitudinal loyalty.

Joana César Machado, Paulo de Lencastre, Leonor Vacas de Carvalho&Patrício Cost (2012) demonstrated through research on how attitudes influence consumer choices in Rebranding mergers, that with regard to the affective dimension of attitude, a substantial and positive correlation between brand affect and the selection of the brand's identity symbol in a merger scenario, aligning with prior research on brand alliances. This implies that when a brand elicits a high level of affect, consumers are likely to opt for options that preserve the brand's identity markers. In terms of the behavioral aspect of attitude, the findings indicate that the brand's customers generally favor redeployment options that retain the brand's identity markers. However, in the absence of a positive affective relationship accompanying the behavioral dimension of attitude, being a customer of the brand does not necessarily translate into greater loyalty to the brand's identity markers in a merger situation.

Hsin-Hung Shenn and Chih-Huang Lin (2021), The study's results suggest that rebranding is an ongoing dynamic process that demonstrates a positive effect, influenced by the suitability of the logo to the brand attitude. Essentially, when customers perceive the logo design as congruent with the brand's essence, familiarity with the logo tends to foster a more positive attitude.

Therefore, it can be expected that consumers with positive attitudes towards rebranding may have a high demand for it, potentially reducing any surprise or confusion when they encounter the new logo. Higher consumer acceptance of rebranding has been found to

improve brand image, brand loyalty, and perceived quality when transitioning from the old to the new logo (Pauwels-Delassus & Descotes, 2012)

H2a: Logo change impacts positively brand attitude.

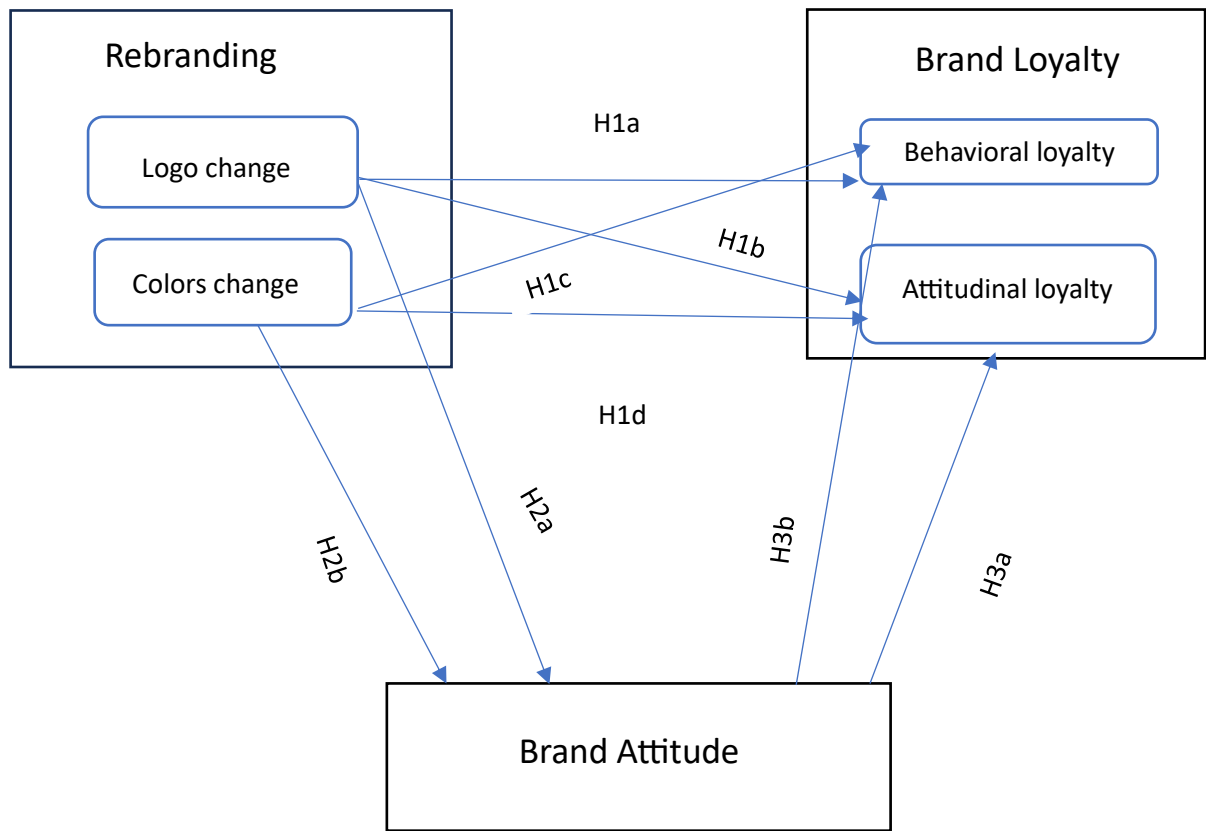
H2b: Colors change has a positive impact on brand attitude.

Consumers willing to accept the change have more positive attitudes toward the rebranded organization, which positively affects brand trust and loyalty (Pauwels-Delassus & Descotes, 2013). In agreement with that, Omar Kassim A Shaban, Liu Yao, Mohd Ridzuan Bin Darun and Abdullah Alkhateeb (2017) suggested that brand attitude plays a crucial role in determining brand loyalty: positive attitudes toward a brand increase the likelihood of brand loyalty, whereas negative attitudes decrease it

H3a: Positive Brand attitude impacts positively on attitudinal loyalty after rebranding.

H3b: Positive Brand attitude impacts positively on behavioral loyalty after rebranding

Figure 7: Conceptual framework



Source: Elaborated by the author.

2.7 Relevance of the Research:

2.7.1 Theoretical relevance:

From a theoretical perspective, investigating the influence of rebranding on brand loyalty with its two dimensions behavioral and attitudinal is crucial for advancing our understanding of consumer behavior and brand management dynamics. According to Muzellec&Stuart (2004), rebranding represents a strategic decision undertaken by organizations to revitalize, reposition, or rejuvenate their brand image in response to evolving market conditions, competitive pressures, or internal transformations.

Unfortunately, the majority of rebranding researches has concentrated on specific rebranding cases, with limited studies examining the connection between rebranding and customer-based brand loyalty. Understanding how such strategic interventions affect brand

loyalty demonstrates the intricate interplay between consumer perceptions, attitudes, and behavioral intentions within the context of brand management.

Moreover, integrating brand attitude as a mediator in the analysis elucidates the underlying psychological mechanisms through which rebranding influences brand loyalty. Brand attitude serves as a cognitive and affective filter that shapes consumers' perceptions, evaluations, and preferences towards the brand. As consumers form judgments about the rebranded identity, their attitudes towards the brand are likely to undergo modifications, subsequently influencing their behavioral intentions and loyalty towards the brand. By underlining the mediating role of brand attitude, researchers can uncover the cognitive processes and perceptual shifts driving changes in brand loyalty following rebranding initiatives.

2.8 Managerial relevance:

The managerial implications of such a study are profound, offering actionable insights for organizations embarking on rebranding initiatives. Firstly, understanding the effects of rebranding on brand loyalty enables firms to anticipate and manage consumer responses effectively. By focusing on the impact on both behavioral and attitudinal loyalty dimensions, companies can evaluate the effectiveness of rebranding strategies and develop their approach in a way to optimize consumer engagement and retention. This study holds crucial managerial relevance for businesses aiming to enhance customer loyalty post-rebranding.

By understanding the interplay between brand attitude, attitudinal loyalty, and behavioral loyalty, managers can strategically plan rebranding initiatives to foster positive customer perceptions and behaviors towards the brand. Leveraging insights from this study can guide managers in creating consistent and emotionally resonant brand experiences that drive long-term brand loyalty. Additionally, examining the mediating role of brand attitude in influencing both attitudinal and behavioral loyalty allows managers to focus on shaping positive brand attitudes to ultimately impact customer loyalty positively. This study's findings provide valuable guidance for managers seeking to optimize rebranding strategies, strengthen brand loyalty, and cultivate enduring relationships with customers in a competitive marketplace.

CHAPTER II: METHODOLOGICAL FRAMEWORK AND ORGANISATIONAL CONTEXT

Section 1: Methodological framework

1.1 Epistemological posture:

The present research work is based on a positivist epistemological stance, employing a hypothetico-deductive verification reasoning that starts with a problem (or question) expressed through a hypothesis. Positivist research progresses through hypotheses and deductions, which consist of proposing hypotheses and attempting to deduce the consequences through study. It temporarily defends a theory by testing it against facts (Gavard-Perret, 2012). The term hypothetico-deductive also characterizes an approach that relies "on hypothetical propositions to deduce logical consequences" (University of Geneva, n.d.). In other words, positivism considers these facts as indisputable, leading to an irreducibly empirical and experimental perspective that requires strong axiological neutrality. Data is collected and interpreted objectively, and research findings are usually quantifiable (Dudovskiy, n.d.). This posture is commonly utilized in experimental research, and it is the greatest suit for our situation where we seek to elucidate the mechanisms through which rebranding influences brand loyalty and how brand attitude mediates this relationship.

1.2 Methodological approach:

The main objective of this research is to measure the impact of rebranding on brand loyalty: brand attitude as a mediator. In other words, to verify a cause-and-effect relationship, this involves using statistical methods to measure the effect of a specific intervention or treatment (the cause) on the outcome (the effect). The goal is to determine whether a change in the cause leads to a change in the effect, and to what extent. Therefore, we have chosen an experimental quantitative approach as the field methodology, based on a survey carried out on a representative sample of our study population aligning with a positivist epistemological stance of a hypothetico-deductive nature.

1.3 Methods and Instruments of Data Collection:

1.3.1 Measurement instrument:

We conducted a questionnaire survey in order to quantify and measure the relationships between the research variables.

1.3.2 Designing Questionnaire:

The questionnaire serves as a vital instrument for collecting data, comprising a sequence of inquiries presented in a predetermined sequence to extract the respondent's viewpoint, assessment, or appraisal. We carried out a survey using a questionnaire to quantify and assess the connections among the variables under investigation. Our questionnaire is segmented into eight distinct sections:

- **Introduction and Informed Consent:** in which we briefly introduce the purpose of the study and request participants' consent to participate in the research.
- **Eligibility:** a criterion that encompasses filter questions including the brand's awareness and the use of Yassir's application, designed to pinpoint the most suitable target for inquiry.
- **Brand Loyalty Pre-Rebranding:** Testing brand loyalty before rebranding provides a baseline measurement of customer loyalty to the current brand identity. This baseline helps in assessing the impact of rebranding on existing customer loyalty levels.
- **Rebranding Perception:** where we Assess respondents' perceptions of the brand before and after the rebranding process.
- **Brand Loyalty Measurement:** focuses on assessing respondents' loyalty towards the brand, particularly in the context of the rebranding. This section aims to understand the impact of rebranding on customer loyalty.
- **Brand Attitude Measurement:** respondents will be asked to express their attitudes towards the brand following the rebranding. This section aims to capture any shifts in attitudes resulting from the rebranding efforts.
- **Mediating Role of Brand Attitude:** this section delves into how brand attitude acts as a mediator in influencing consumer behavior and perceptions post-rebranding. This section aims to explore the intermediary role of brand attitude in shaping customer responses.
- **Data Sheet:** here we gather demographic data such as age, gender, occupation, and education level to understand the profile of the respondents.
 - Measurement scale :

In this section, we outline the items for quantifying every element within the theoretical framework established in our study. Regarding the response format, we have chosen to utilize Likert scales comprising 5 gradations ranging from "strongly disagree" to "strongly agree."

For the questions related to the concepts: Rebranding Perception, Brand Loyalty, Brand Attitude, Mediating role of Brand Attitude, the measurements are derived from the marketing literature, as outlined in following Table:

Table 2 : Table of measurement items

Variables	Items	Authors
Brand Loyalty Pre-Rebranding	<p>I was satisfied with Yassir's services.</p> <p>I would likely recommend Yassir to friends and family.</p> <p>I was emotionally attached to the Yassir's brand.</p> <p>I was likely to continue purchasing Yassir's services in the future.</p> <p>I used to trust Yassir more compared with other brands in the same sector.</p>	Sari, N. P., Artha, B., & Hadi, A. S. (2023)
Rebranding Perception	<p>I'm familiar with both the old and new logos of Yassir.</p> <p>The new logo is more suitable for Yassir than the old one.</p> <p>In general, the brand image of Yassir is highly suitable for its new logo design.</p> <p>How much do you agree or disagree with the new color scheme of Yassir after the rebranding?</p> <p>The original logo color is more recognized than the modified logo color after rebranding.</p>	<p>Foroudi et al., 2014</p> <p>Doyle and Bottomley, 2004</p> <p>Bottomley and Doyle, 2006</p> <p>Chang Hyn Jin, MoonSun Yoon, JungYong Lee ,2019</p> <p>Hilman Fauzi, Reza Armanda Lubis, Maya Ariyanti and Denta Rahmadani,2022</p>

Brand loyalty	<p>BEHAVIORAL:</p> <p>I intend to use Yassir after their rebranding with a new logo.</p> <p>The new logo makes me more willing to choose Yassir. (behavioral)</p> <p>During my next purchase, I will buy the products with Yassir’s new logo.</p> <p>I would recommend Yassir to my relatives after their rebranding with a new logo.</p> <p>Changes in the color scheme of Yassir’s brand identity have a positive impact on my purchase intention of its services.</p> <p>Consistent use of the new colors reduces my temptation to switch to other brands.</p> <p>Changing the colors of the corporate identity makes me more likely to refer Yassir to others.</p> <p>Colors change in Yassir’s corporate identity pushes me to make regular repeat purchases.</p> <p>ATTITUDINAL: The new logo makes me more loyal to Yassir.</p>	<p>Zakiyah Artanti Ratnadewi, Fitri Aprilianty, Annisa Rahmani Qastharin , and Nurfaisa Hidayanti, 2022</p> <p>Zeithaml et al., 1996</p> <p>Odin et al., 2001</p> <p>Zakiyah Artanti Ratnadewi, Fitri Aprilianty, Annisa Rahmani Qastharin , and Nurfaisa Hidayanti, 2022</p> <p>Jadi Suriadi, Moh. Mardiyana, Bobby Reza ,2022</p> <p>Jadi Suriadi, Moh. Mardiyana, Bobby Reza ,2022</p> <p>Dini Turipanam Alamanda, Arif Partono Prasetio , 2015</p> <p>Dini Turipanam Alamanda, Arif Partono Prasetio , 2015</p> <p>Yoo et al., 2000</p>

	<p>I will state positive things about Yassir after their rebranding with a new logo to others.</p> <p>I pay more attention to Yassir's brand than other brands after they changed their logo.</p> <p>I am more interested in Yassir's brand than other brands after changing their logo.</p> <p>The new color scheme influences my purchase decisions towards Yassir.</p> <p>I feel a stronger emotional connection to Yassir's brand after the colors change.</p> <p>The new colors resonated with my preferences and emotions.</p>	<p>Zakiyah Artanti Ratnadewi, Fitri Aprilianty, Annisa Rahmani Qastharin , and Nurfaisa Hidayanti, 2022</p> <p>Jadi Suriadi, Moh. Mardiyana, Bobby Reza, 2022</p> <p>Jadi Suriadi, Moh. Mardiyana, Bobby Reza, 2022</p> <p>Jadi Suriadi, Moh. Mardiyana, Bobby Reza, 2022</p>
Brand Attitude	<p>The new brand makes me feel that the quality of Yassir's services is good.</p> <p>The new brand makes me feel good about buying Yassir's services.</p> <p>The new brand makes me feel that choosing Yassir is a wise decision.</p>	<p>Burton et al., 1998</p> <p>Burton et al., 1998</p> <p>Beatty and Kahle, 1988</p>

<p>Mediating role of Brand Attitude</p>	<p>My positive attitude towards the brand's new image increases my loyalty towards Yassir's services.</p> <p>I am more likely to recommend Yassir to others due to my positive attitude towards the brand after the rebranding.</p> <p>Positive brand attitude post-rebranding creates a sense of trust and credibility in me.</p> <p>Positive brand attitude enhances my satisfaction as Yassir's customer.</p>	<p>Hsin-Hung Shen and Chih-Hung Lin, 2021.</p> <p>Pauwels-Delassus & Descotes, 2013</p> <p>Hsin-Hung Shen, Chih-Hung Lin, 2021</p>
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Source: Elaborated by the author

1.4 Sample and Survey Implementation :

1.4.1 Study population:

The study population comprises individuals who have engaged with Yassir's services, encompassing both past and current users in Algeria. These individuals have firsthand experience with the services offered by Yassir, providing valuable insights into their behaviors related to the brand. The target audience have been exposed to the rebranding initiatives.

Participants in the study population should meet specific criteria, such as having utilized Yassir's services at least once. This criterion ensures that the sample represents individuals with direct experience with Yassir, enabling a focused analysis of their attitudes. used and have been exposed to the rebranding initiatives.

1.4.2 Sampling method :

We employed a convenience sampling method to select the study's sample, which is a non-probabilistic approach (unknown population). It allowed us to quickly and easily collect data from participants who are readily available and willing to take part in the study. This was

particularly useful when time and resources are limited. To achieve this, we shared the online questionnaire via the Google Forms platform.

1.4.3 Sample size :

Researchers can determine the optimal sample size required for their study. This calculation is fundamental in ensuring that the sample adequately represents the population, allowing for reliable and statistically significant conclusions to be drawn from the research findings. Cochran's formula provides a systematic approach to sample size determination, essential for the validity and generalizability of research outcomes. It is usually used in a situation where the population size is too large (or infinite) or unknown.

$$n = \frac{Z^2 p(1 - p)}{e^2}$$

Cochran's Formula

Where:

n: refers to the sample size

Z: represents the Z-score, which is determined by the confidence level selected by the researcher.

The Z-score: signifies how many standard deviations a raw score or data point is from the mean. For a confidence level of 95%, which is typically used in human population studies, the Z-score is 1.96.

p: is the estimated proportion of a specific attribute present in the population. Essentially, it's the anticipated percentage of the population that possesses the desired attribute. It can also be expressed as the standard deviation. A proportion of 0.5 is usually used in human population studies.

e: stands for the margin of error or confidence interval

This is the acceptable error margin in selecting our sample. The margin of error typically ranges from 1% to 10% in human population studies. In this case, it's considered as 5%.

By applying this Cochran's Formula, we get:

$$\text{Sample size} = \frac{1.96^2 \times 0.5 \times (1-0.5)}{0.05^2} = 384 + 10\% = 422$$

1.5 Practical modalities of the survey:

1.5.1 Mode of administration:

The questionnaire was administered online via the Google Forms platform. To obtain a high response rate we made sure to publish it on various social networks such as: Facebook, Instagram and LinkedIn, as well as putting the QR code in public places in the wilayas of Algiers and Tipaza in order to reach a wider target and get to the needed sample size. This method allowed us to reach a total of 432 respondents, 32 of them were rejected because they didn't comply with the filter questions, making our sample size 400 respondents.

We initiated a preliminary test involving a group of 25 individuals comprising friends, family members, and coworkers. This phase lasted 3 days, from May 2nd to May 3rd, 2024, during which we sought feedback, suggestions, and comments from the participants. Analyzing their responses enabled us to rectify any ambiguities in the questionnaire, gather their feedback on the duration required to complete the survey.

1.5.2 Survey period:

The data collection was scheduled to take place during the internship period at Yassir. The survey took place from 8/05/2024 to 14/05/2024.

1.6 Data processing and analysis method:

The analysis of the findings and the explanation of the gathered questionnaire data were conducted utilizing IBM SPSS software (version 25.0) for statistical analysis, and SmartPLS4 for Structural modeling and hypothesis tests, according to the following procedure:

Step 1 : Data Cleaning and Preparation

- Imported the questionnaire data into IBM SPSS software (version 25.0) for initial cleaning, coding and preparation.
- Checked for missing values, outliers, and inconsistencies in the data.
- Analyzed the multicollinearity and the normality of the data as necessary to ensure data quality and consistency.

Step 2: Descriptive Analysis

- Calculated frequencies and percentage to analyze the characteristics of the sample. (descriptive statistics)
- Graphical presentations of each variable with its items and their means .

Step 3:

Step 4: Confirmatory factor analysis

The purpose of this step is threefold:

- To assess the goodness of fit for the measurement model.
- To evaluate the validity and reliability of the constructs.
- To make necessary adjustments to the measurement model if needed.

The confirmatory factor analysis was conducted using the SmartPLS4 software extension. This allowed for an in-depth examination of the measurement model to ensure it accurately represented the underlying constructs being measured by the questionnaire items.

Step 5: Test of the hypotheses

Hypotheses will be tested through Structural equation modelling on latent variables using (SmartPLS4).

1.7 Why SEM?

Structural Equation Modeling (SEM) is a multivariate statistical analysis method used to examine structural relationships. It's a blend of factor analysis and multiple regression analysis, and it's employed to investigate the structural relationship between observed variables and hidden constructs.

SmartPLS is a software with a graphical user interface for variance-based structural equation modeling (SEM) using the partial least squares (PLS) path modeling method.

This is in agreement with Edwards' (2011) outstanding analysis comparing reflective and formative measures, where he suggests that reflective measures are more appropriate for studies in management.

Section 2 : Organizational Context:

2.1 Yassir's Presentation:

Yassir, founded in 2017, is the leading digital solutions operator in Algeria, co-founded by the Algerians Mr. Nouredine TAYEBI and Mr. El Mahdi YETTOU with an impressive academic and entrepreneurial background between Algeria and Silicon Valley.

With over 50,000 service providers, Yassir operates across 2 continents, including the countries of Algeria, Tunisia, Morocco, France, Senegal, Germany, and South Africa. Yassir has more than 6 million active users and 650 employees.

On a national scale, Yassir is present in 39 Wilayas in Algeria, with more than 650 employees and two regional offices at the West and East of the country.

2.2 Yassir's services:

-Ride-Hailing: **Yassir Go** is a service that connects a driver with a client who wishes to travel from point A to point B.

-Food delivery: **Yassir Express** is a service that connects e-consumers with e-suppliers for the purchase of products, services, and meals remotely presented on the application.

-Grocery delivery: Virtual supermarkets are a type of retail business based on the delivery of everyday consumer products ordered through an online application. They consist of warehouses closed to the public where orders placed online are prepared.

-Distribution: **Yassir Distribution** is a service where the wholesale e-supplier has a space strictly reserved for them and presented on the application, from which the e-merchant can buy consumable goods in bulk remotely/online from wholesale e-suppliers.

2.3 Yassir's values:

-**Commitment:** they are committed to deploying all their energy, passion, and expertise to fulfill their main mission of making people's daily lives easier by instilling real social values.

-**Customer-Centric Approach:** they adapt and decipher the needs of their customers wherever they may be, enabling us to offer them the best solutions to simplify their daily lives.

-Trust: At Yassir, trust is one of our greatest pillars; they trust each other (employees, partners, and clients) mutually.

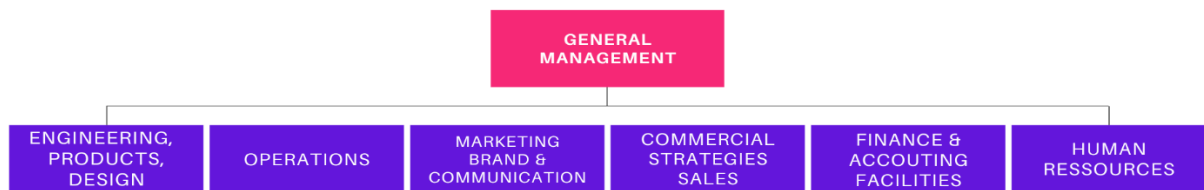
-One Team: they work together as a united team despite all the borders that separate them, with respect, empathy, and tolerance. They all share the same human and social values.

-Precision: Precision and accuracy are the key to their efficiency. Their decisions are made based on the information gathered from their data.

2.4 Yassir's departments:

The Yassir organization is composed of a general management and 6 departments, as shown in the figure.

Figure 8 : Yassir's flow chart



Source : Intern document of the company

2.5 Yassir's Rebranding:

Yassir serves as an excellent case study for rebranding due to its successful transformation in recent years. The company underwent a comprehensive rebranding process 10 months ago, which included a change in its visual identity, such as its logo, color scheme, and overall aesthetic, as well as a shift in its brand messaging and positioning. This rebranding was not just about a visual makeover, but also about redefining the company's mission, vision, and values to better resonate with its target audience. The rebranding efforts were aimed at modernizing the brand, making it more relatable and appealing to its users, and differentiating it from competitors.

CHAPTER III: RESULTS AND DISUCSSION

Within this chapter, we delve into the analysis of questionnaire responses, the assessment of effects, the testing of structural equations, and the validation of hypotheses. The data collected through the questionnaire underwent thorough analysis and interpretation using IBM SPSS (version 25.0) and SmartPLS4. These tools were instrumental in uncovering insights, relationships, and patterns within the dataset, enabling a comprehensive understanding of the research findings.

Section 1: Presentation of the results

In order to guarantee the suitability of our data for this study and analysis, we took measures to confirm the absence of any missing values in our dataset and to verify that our data follows a normal distribution.

1.1 Missing values:

After thoroughly reviewing the data in IBM SPSS and running frequency tests, we confirmed that there were no missing values in our database. This was an expected outcome, as the survey was conducted online, it ensured a complete dataset by requiring participants to provide responses to all questions before submitting the questionnaire. This approach eliminated the possibility of incomplete or partially filled-out responses, which can often be a challenge with traditional paper-based or in-person surveys.

1.2 Normality:

Analyzing the normality of a database is crucial for experimental analysis as it allows for the generalization of findings from a sample to the broader population. To verify the normality of our database, we conducted skewness and kurtosis analysis on each variable within our model, as detailed in the table provided. If the skewness values fall within the range of -2 to +2, and the kurtosis values range from -10 to +10, the data is deemed to exhibit normal distribution characteristics. Our analysis indicates that both skewness and kurtosis values align within the acceptable thresholds, affirming the normality of the data. (Collier, 2020).

Table 3: Normality indicators

Item	Excess kurtosis	Skewness
BA	3.24	1.12
US	4	2.00
BLB1	-1.134	0.252
BLB2	-1.036	0.047
BLB3	-0.696	0.804
BLB4	-0.628	0.09
BLB5	-1.456	0.397
NC	9.869	1.455
RP1	7.671	1.761
RP2	2.426	-1.386

RP3	1.95	-1.275
RP4	2.62	-1.405
RP5	-1.67	0.038
BDL1	2.873	-1.55
BDL2	2.217	-1.346
BDL3	2.283	-1.679
BDL4	1.935	-1.246
BDC1	0.646	-0.859
BDC2	1.886	-1.397
BDC3	1.377	-1.265
BDC4	1.549	-1.336
ADL1	0.474	-0.879
ADL2	1.003	-1.257
ADL3	1.784	-1.396
ADL4	1.367	-1.324
ADC1	-0.077	-0.75
ADC2	0.705	-1.246
ADC3	1.353	-1.519
BA1	2.635	-1.756
BA2	2.175	-1.425
BA3	1.1	-1.013
MR1	1.203	-1.454
MR2	1.207	-1.236
MR3	1.523	-1.273
MR4	2.146	-1.259
Sexe	-1.713	-0.543
Age	1.533	1.209
SPC	5.545	1.063

Source : SmartPLS4

1.3 Multicollinearity test :

The Variance Inflation Factor (VIF) is assessed in SmartPLS4 to examine the presence of multicollinearity among the independent variables in a regression analysis. Multicollinearity is a condition where there is a high correlation between two or more independent variables in a model, complicating the interpretation of the individual impact of each predictor on the dependent variable.

A VIF value that is significantly high (usually above 5) suggests severe multicollinearity, which can result in inconsistent and untrustworthy estimates of the regression coefficients. Hence, evaluating the VIF values is crucial for confirming the accuracy and dependability of the regression model.

In our case, all the values are assuring an absence of multicollinearity among variables as demonstrated in the table below.

Tableau 4: multicollinearity test

	VIF
ADC1	2.757
ADC2	3.892
ADC3	3.55
ADL1	2.959
ADL2	3.249
ADL3	3.433
ADL4	3.328
BA1	2.564
BA2	3.807
BA3	2.961
BDC1	2.461
BDC2	3.475
BDC3	4.697
BDC4	4.118
BDL1	1.669
BDL2	2.437
BDL3	1.969
BDL4	2.439
MR1	3.772
MR2	3.801
MR3	3.271
MR4	2.817
RP2	1.562
RP3	1.562
RP4	1

Source : SmartPLS4

1.4 Descriptive statistics:

The pre-existing data can be reformatted into different data types like tables, graphs, and statistics. This transformation facilitates researchers in identifying relationships within the data and enables a more succinct description of it.

1.4.1 Respondents' profiles:

Table 5: Repair of the sample according to socio-demographic characteristics

Variable	Categories	Frequencies	Percentage
Gender	Male	148	37,1%
	Female	251	<u>62,9%</u>
Age	Under 18 years old	7	1,7%
	18-30 years old	308	<u>77,2%</u>
	30- 50 years old	81	20,3%
	More than 50 years old	3	0,7%
Socio professional category	Student	243	<u>60,9%</u>
	Employee	124	31,1%
	Business owner/Freelancer	22	5,5%
	Retired	3	0,7%
	No Profession	7	1,8%
Region	02- Chlef	7	1,8%
	03- Laghouat	1	0,25%
	04- Oum El Bouaghi	2	0,5%
	05- Batna	8	2%
	06- Bejaia	5	1,3%
	09- Blida	12	3%
	10- Bouira	5	1,3%
	12- Tebessa	3	0,8%
	13- Tlemcen	20	5%
	14- Tiaret	4	1%

15- Tizi Ouzou	10	2,5%
16- Algiers	149	<u>37,3%</u>
17- Djelfa	19	4,8%
18- Jijel	5	1,3%
19- Setif	6	1,6%
21- Skikda	6	1,6%
22- Sidi Bel Abbas	3	0,8%
23- Annaba	3	0,8%
24- Guelma	1	0,25%
25- Constantine	4	1%
26- Medea	1	0,25%
27- Mostaganem	2	0,5%
28- M'sila	3	0,8%
29- Mascara	1	0,25%
30- Ouargla	4	1%
31- Oran	22	5,5%
34- Bordj Bou Arreridj	3	0,8%
35- Boumerdes	6	1,6%
39- El oued	1	0,25%
40- Khenchla	2	0,5%
41- Souk Ahras	4	1%
42- Tipaza	69	17,3%
43- Mila	2	0,5%
44- Ain Defla	4	1%
48- Relizane	2	0,5%

Source: SPSS 25

The table above presents the socio-demographic and behavioral characteristics of the study sample including their gender, age, Socio professional category and region. The mean age of the participants is in a range from 18 to 30 years. Firstly, we note for the gender that the majority of respondents are men, The sample is made up mostly of women (62,9%), while men are at 37,1%. The mean age of the participants is in a range from 18 to 30 years explained by the statistics saying that majority of participants are students (60.9%), 31,1% are employees, 5,5% are Business owners/Freelancers, 0,7% are retired, and 1,8% had no Profession. For the question of the region of habitat, there were respondents from thirty-five provinces with the superiority of the province of 'Algiers' where respondents were mainly centralized with 37,3%, followed by the city of Tipaza with 17,3%. This is due to the distribution the questionnaire online on social networks as well as the distribution of its QR code in public places in different headquarters of these provinces, while the responses from other provinces are due to the distribution of the questionnaire online on social networks only.

This comprehensive overview of the socio-demographic and behavioral characteristics of the study sample provides important context for interpreting the research findings.

1.4.2 Descriptive analysis of the study:

In this part, we will present the univariate analysis of the data collected during the survey we conducted, where we will first present the descriptive statistics concerning eligibility and then we will present the descriptive statistics concerning the study variables. Noting that 55.3% of respondents chose to respond in English, 23.6% chose French and 21.1% chose to respond in Arabic.

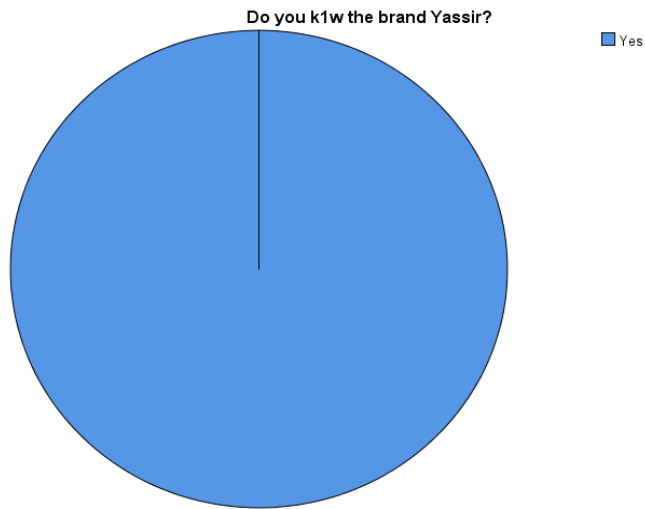
- **Eligibility:**
BA: Do you know the brand Yassir

Table 6: Yassir's brand awareness

Modalities	Frequency	Percentage
Yes	400	100%
No	0	0%
Total	400	100%

Source: Developed by us using the SPSS software.

Figure 9: Yassir's awareness



Source: Developed by us using the SPSS software.

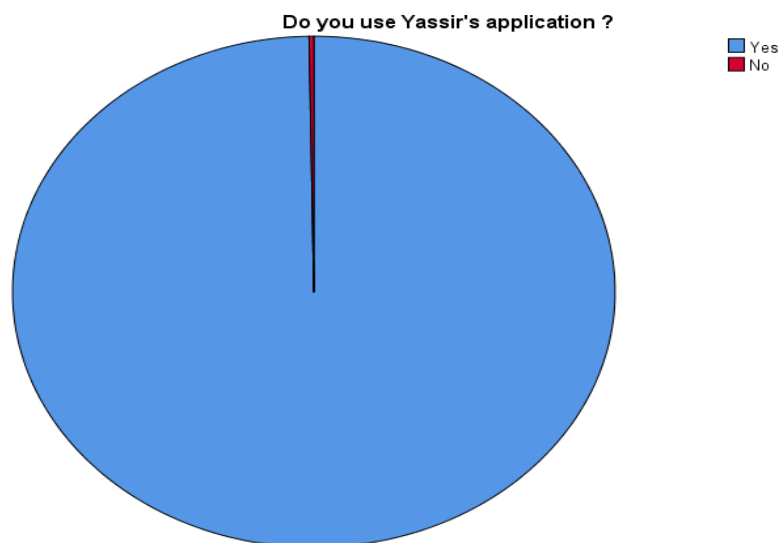
US: Do you use Yassir's application?

Table 7 : The use of Yassir

Modalities	Frequency	Percentage
Yes	399	99.8%
No	1	0.2%
Total	400	100%

Source : : Developed by us using the SPSS software.

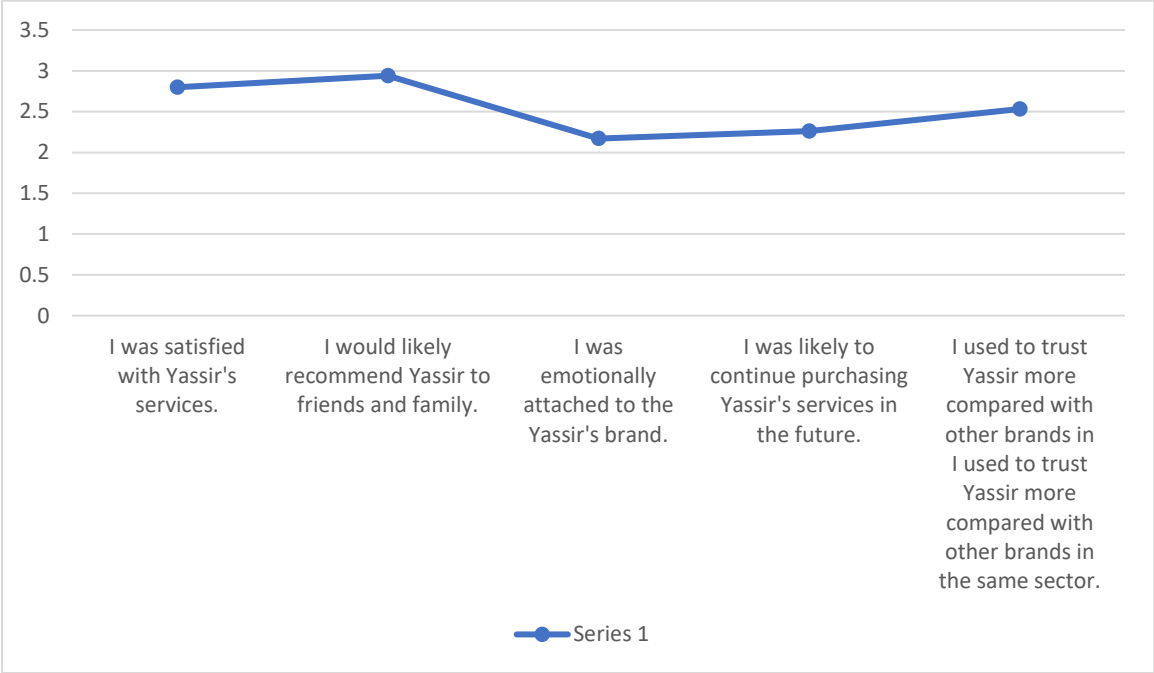
Figure 10 : The use of Yassir



Source: Developed by us using the SPSS software.

The results obtained show us that all of the respondents know the brand Yassir while only one respondent doesn't use the application consequently, he will not be concerned by the rest of the questionnaire and will be automatically excluded.

Figure 11: Brand loyalty pre-rebranding



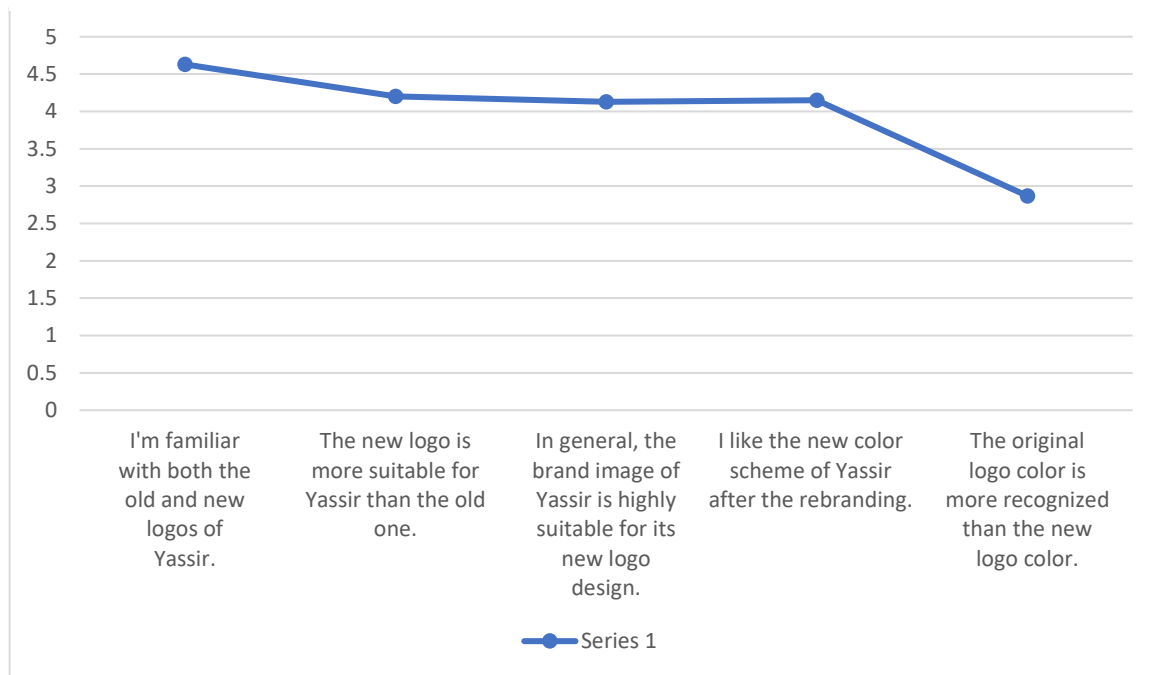
Source : Developed by the author from the SPSS output

The graph illustrates the mean results for the measurement of brand loyalty pre-rebranding. The mean was calculated from 5 items that were measured using a 5-point Likert scale. It is important to note that the higher the mean, the more the respondent agrees with the cited items.

The items on the scale show varying levels of agreement among respondents that were moderately loyal to Yassir's brand before the rebranding initiative with a mean ranging from 2.17 to 2.94.

- **Rebranding:**

Figure 12: Rebranding Perception



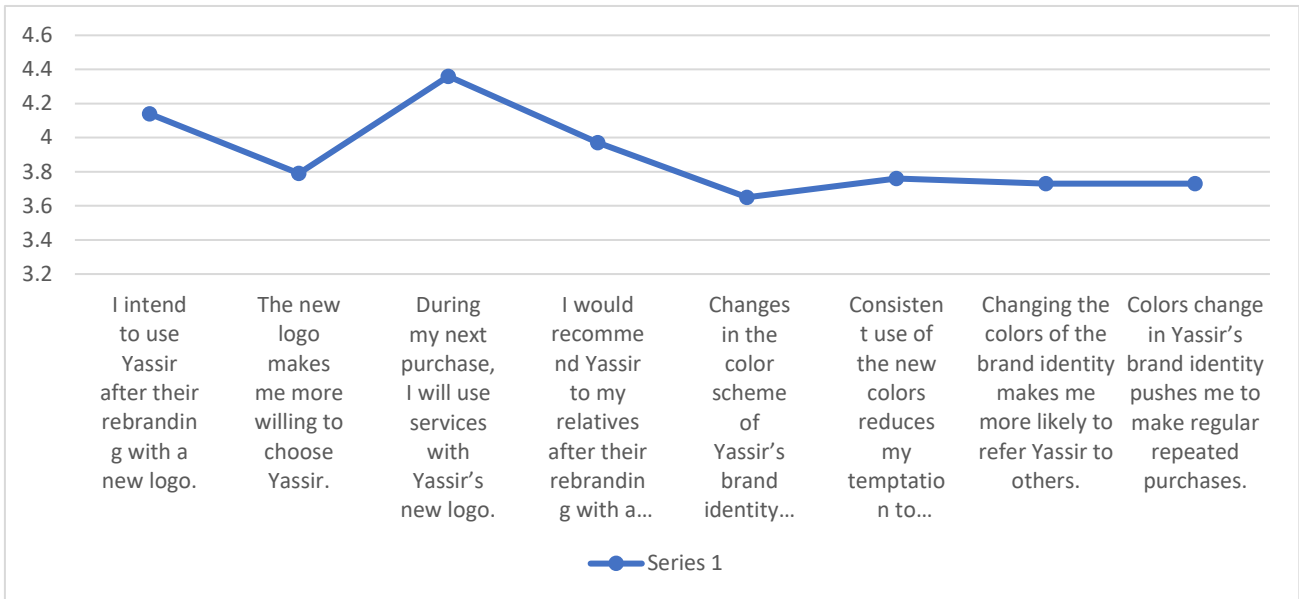
Source: Developed by the author from the SPSS output

The chart depicts the average outcomes for the assessment of consumers' rebranding perception. The average was determined from 5 elements that were evaluated using a 5-point Likert scale. It's crucial to highlight that a higher average indicates a stronger agreement from the respondent with the mentioned elements.

Our respondents agree that the Yassir's rebranding is well established, since they're familiar with both the new and old change (4.63), they think that the new logo is suitable (4.2) and they like (4.15) and recognize (2.87) the new color scheme.

- **Brand loyalty:**
 - **Behavioral dimension:**

Figure 13: Behavioral dimension



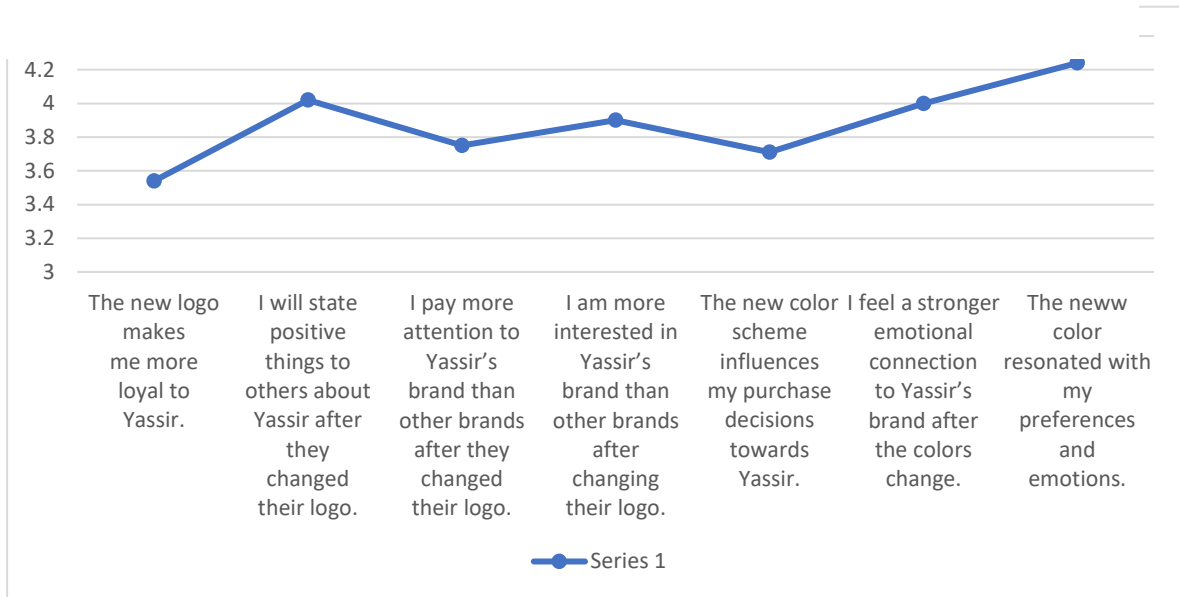
Source: Developed by the author from the SPSS output

The graph presents the mean results derived from the evaluation of consumer-based behavioral loyalty after rebranding. The mean value was computed from 8 indicators, assessed on a 5-point Likert scale. It is of significant importance to underscore that an elevated mean value signifies a more robust concurrence from the participant with the specified factors.

Looking at the items and means graph, we can see that the mean scores for the items vary across the range. Item 3 has the highest mean score of 4.36, indicating that respondents generally rated this item highly. On the other hand, Item 5 has the lowest mean score of around 3.56, suggesting that this item was rated lower by respondents.

○ **Attitudinal dimension:**

Figure 14 : Attitudinal dimension measurement



Source: Developed by the author from the SPSS output

The graph presents the mean results derived from the evaluation of consumer-based attitudinal loyalty after rebranding. The mean value was computed from 7 indicators, assessed on a 5-point Likert scale. It is of significant importance to underscore that an elevated mean value signifies a more robust concurrence from the participant with the specified factors.

Upon examining the items and means graph, we can observe a diverse range of mean scores for the items. Item 7 stands out with the highest mean score of 4.24, which suggests that this item was favorably received by the respondents. Conversely, Item 1 has the lowest mean score, around 3.54, indicating that this item did not resonate as well with the respondents. The remaining items, namely Item 2, Item 3, and Item 4, Item 5, Item 6, have mean scores that are intermediate between the highest and lowest scores.

- **Brand attitude:**

Figure 15: Brand attitude measurement



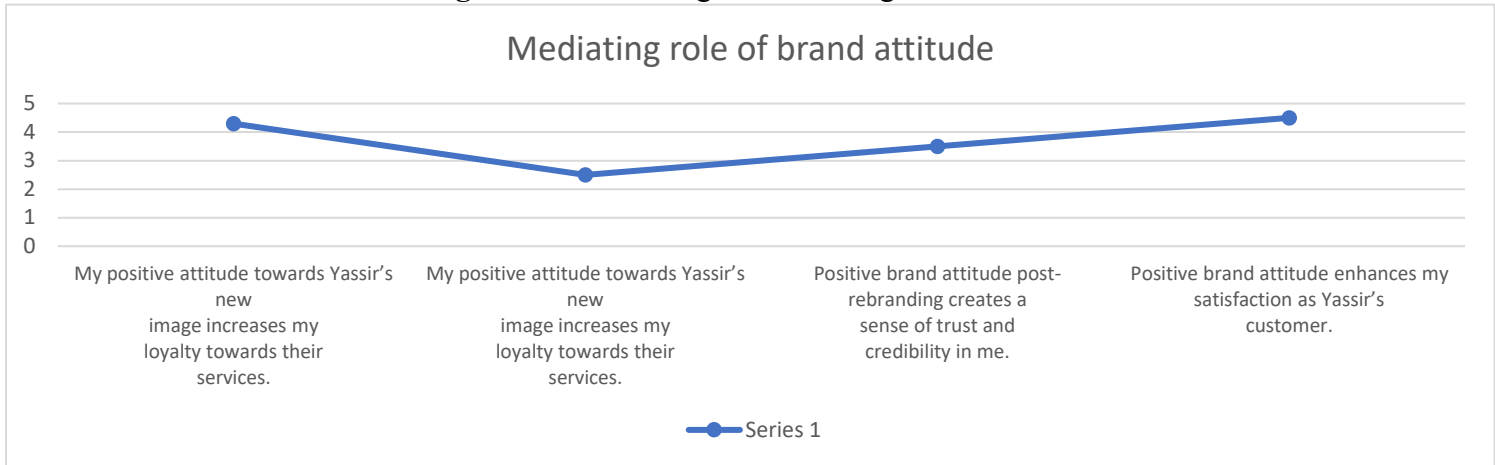
Source: Developed by the author from the SPSS output

The chart illustrates the average outcomes obtained from the assessment of brand attitude following a rebranding action. These average values were calculated from three different indicators, each evaluated using a 5-point Likert scale. It's crucial to highlight that a higher average value indicates stronger agreement from the participant towards the given factors. The chart illustrates a moderate variation of brand attitude items ranging from 3.86 to 4.34. It's crucial to highlight that a higher average value indicates stronger agreement from the participant towards the given factors.

- **Mediating role of brand attitude:**

The graph showcases the mean results gathered from the evaluation of the mediating role of brand attitude a rebranding strategy. These mean values were derived from three distinct indicators, each measured on a 5-point Likert scale. It's important to emphasize that a greater mean value signifies a more substantial agreement from the respondents towards the specified elements. The graph displays a moderate fluctuation in brand attitude items, ranging from 2.5to 4.5. It's essential to note that a higher mean value suggests a stronger consensus from the respondents regarding the given elements.

Figure 16: Measuring the mediating role of brand attitude



Source: Developed by the author from the SPSS output

The graph showcases the mean results gathered from the evaluation of the mediating role of brand attitude a rebranding strategy. These mean values were derived from three distinct indicators, each measured on a 5-point Likert scale. It's important to emphasize that a greater mean value signifies a more substantial agreement from the respondents towards the specified elements. The graph displays a moderate fluctuation in brand attitude items, ranging from 2.5 to 4.5. It's essential to note that a higher mean value suggests a stronger consensus from the respondents regarding the given elements.

1.5 Comparison of brand loyalty pre and post rebranding:

In order to define if there was a significant change in brand loyalty from before to after the action of rebranding, we conducted a paired sample T-test using the software SPSS 25, by testing whether the mean difference between the paired observations is significantly different from zero. The results suggested that there was a slight positive change from before to after.

The table provided depicts the result of a paired sample t-test:

Table 8: Paired sample T-test

	Mean	Standard deviation	Standard Error of the Mean	95% Confidence Interval of the Difference	t-statistic	Degrees of Freedom	Sig.

BL_before	-0.9876	1.47529	0.07386	From -	-13.37181	398	0.00
-				1.13280 to -			
BL_After				0.84240			

Source: developed by the author from the SPSS output.

The Mean value is the average difference between the paired observations. In this case, the mean difference is -0.9876, indicating that on average, "BL_After" is higher than "BL_before" by 0.9876units.

In this case, the p-value is less than 0.05, indicating that the difference is statistically significant at the 5% level. The 95% confidence interval for the mean difference does not include zero, further suggesting that the difference is statistically significant. Therefore, we can conclude that there was a significant slight change from "brand loyalty before rebranding" to "brand loyalty after rebranding".

In Order to deeper the understanding of this slight change in brand loyalty, test the mediation of brand attitude, and define the correlations between the constructs we developed a structural equations model using the software Smart PLS4.

1.6 Model Fit:

In order to assess the Overall Model Fit, SmartPLS4 provides several fit measures to evaluate it, including SRMR, d_ ULS, d_ G, Chi-square and NFI.

-The SRMR (Standardized Root Mean Square Residual) is a popular fit index, with values less than 0.08 or 0.10 indicating a good fit

-The d_ ULS (Unweighted Least Squares Discrepancy) and d_ G (Geodesic Discrepancy) are bootstrap-based exact fit measures. These should be interpreted based on the 95% confidence intervals obtained through bootstrapping.

-The NFI (Normed Fit Index) compares the chi-square value of the proposed model to a null model, with values greater than 0.90 indicating a good fit.

All the results were satisfying in our case as mentioned in the table below

Table 9: Model Fit

Indicators	Saturated model	Estimated model
SRMR	0.051	0.053
d_ ULS	0.832	0.904
d_ G	0.876	0.896

Chi-square	1795.503	1825.874
NFI	0.918	0.915

Source: SmartPLS4

1.7 Reliability and validity of the study:

Many constructs in management studies, such as loyalty, perceptions, attitudes, and behavioral intentions, are not directly observable. Typically, empirical studies measure such constructs using established scales with multiple indicators.

When the scales are used in a different population, the items are translated into other languages or revised to adapt to other populations, it is essential for researchers to report the quality of measurement scales before using them to test hypotheses. This approach has been extensively applied in fields as consumer behavior and marketing research. (Gordon W. Cheung, Helena D. Cooper-Thomas, Rebecca S. Lau ,2023).

1.7.1 Verification of composite reliability:

This is done by checking the composite reliability (CR) and Cronbach's alpha. These values must be greater than 0.7 to be considered reliable.

According to Gordon W. Cheung, Helena D. Cooper-Thomas and Rebecca S. Lau (2023), Cronbach's alpha greater than 0.7 has been widely used as the standard for adequate reliability. A more suitable reliability metric for studies based on Structural Equation Modeling (SEM) is Construct Reliability (CR), also referred to as McDonald's omega, composite reliability, or congeneric reliability. This measure is based on the congeneric model, which doesn't necessitate equal factor loadings across items. Hair et al. (2009, p. 619) pointed out that CR values of 0.7 or above indicate good reliability. This means that the total error variance should make up less than 30% of the variance of the latent variable, which is verified in our study according to the table below.

1.7.2 Verification of convergent validity:

This is done by checking the average variance extracted (AVE).

The Average Variance Extracted (AVE) signifies the mean quantity of variance that a construct accounts for in its indicators, compared to the total variance of those indicators. In other words, the AVE indicates the proportion of the indicator variance that is accounted for by the latent construct. To demonstrate an acceptable level of convergent validity, the AVE should not be lower than 0.5 as stated by Fornell and Larcker (1981). This means that the latent construct

should explain at least 50% of the variance in its indicators. An AVE value of 0.5 or higher suggests that the construct is able to explain more than half of the variance in its measured items, indicating a satisfactory level of convergence. (Gordon W. Cheung, Helena D. Cooper-Thomas and Rebecca S. Lau (2023).

AVE values in our case are all greater than 0.5, so the convergent validity is established.

Table 10: Construct reliability and validity-Overview

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Attitudinal loyalty	0.939	0.939	0.939	0.897
Behavioral loyalty	0.914	0.930	0.917	0.588
Brand attitude	0.937	0.938	0.937	0.679
Logo change	0.750	0.783	0.762	0.619

Source: SmartPLS4

1.7.3 Verification of discriminant validity:

Confirmatory Factor Analysis (CFA) is commonly used to test discriminant validity in measurement models. However, SmartPLS4 is not designed to conduct traditional CFA as it employs a component-based approach (PLS-SEM) rather than the covariance-based approach (CB-SEM) typically used in CFA.

This is done by verifying that the square root of the AVE of each construct is greater than its correlations with the other constructs. (Fornell-Larcker criterion)

Table showed that the square root of the AVE as showed in bold values on the diagonals were greater than the corresponding row and column values that indicates the measures were discriminate.

Table 11: Discriminant validity-Fornell-Larcker criterion

	Attitudinal Loyalty	Behavioral Loyalty	Brand Attitude	Colors Change	Logo Change
Attitudinal Loyalty	0.954				
Behavioral Loyalty	0.829	0.925			

Brand Attitude	0.825	0.767	0.953		
Colors Change	0.419	0.399	0.427	1.000	
Logo Change	0.518	0.554	0.571	0.741	0.786

Source: SmartPL4

Adding to that, SmartPLS offers an alternative for testing discriminant validity called Heterotrait-Monotrait ratio of correlations (HTMT). As per the article titled "A new criterion for assessing discriminant validity in variance-based structural equation modeling" by Henseler, J., Ringle, C. M., & Sarstedt, M., published in 2015 in the Journal of the Academy of Marketing Science, The HTMT values should be less than 0.85 (or 0.90 according to some authors) to confirm discriminant validity, which is the case for our model as revealed in the table below.

Table 12: Discriminant validity- Heterotrait-Monotrait ratio (HTMT)-Matrix

	Attitudinal Loyalty	Behavioral Loyalty	Brand Attitude	Colors Change	Logo Change
Attitudinal Loyalty					
Behavioral Loyalty	0.758				
Brand Attitude	0.757	0.823			
Colors Change	0.419	0.391	0.428		
Logo Change	0.520	0.555	0.554	0.769	

Source: SmartPLS4

1.8 Test of Hypothesis:

In SmartPLS4, hypothesis testing is typically done using bootstrapping, a non-parametric technique that involves resampling the data to obtain estimates of the sampling distribution of the model parameters.

In order to gain insights into the strength and direction of the relationships between constructs and the overall explanatory power of our structural equation model.

1.8.1 Interpretation of relationships between constructs:

In this part we need to interpret the relationships between our constructs. This can generally be done by examining the path coefficients and their significance levels.

A positive path coefficient indicates a positive relationship between two constructs, meaning that as one construct increases, the other construct tends to increase as well. Conversely, a negative path coefficient suggests a negative relationship, where an increase in one construct is associated with a decrease in the other, as demonstrated in the figure. STDEV stands for the standard deviation of the path coefficient, which measures the variability of the path coefficient. A smaller value indicates that the path coefficient is more stable across different samples.

The significance of the path coefficients is typically assessed using statistical tests, such as t-tests or p-values. If the path coefficient is statistically significant (p-value < 0.05 and T-value >1.96), it suggests that the relationship between the constructs is unlikely to have occurred by chance and can be considered meaningful within the context of our study.

Table 13: Path Coefficients-Mean, STDEV, T values, P values

Relationships	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Brand Attitude -> Attitudinal Loyalty	0.887	0.887	0.022	41.225	0.00
Brand Attitude -> Behavioral Loyalty	0.837	0.838	0.028	30.005	0.00
Colors Change -> Attitudinal Loyalty	0.037	0.037	0.034	1.082	0.279
Colors Change -> Behavioral Loyalty	-0.022	-0.023	0.037	0.608	0.543
Colors Change -> Brand Attitude	0.185	0.184	0.068	2.74	0.006
Logo Change -> Attitudinal Loyalty	0.003	0.002	0.034	0.085	0.933
Logo Change -> Behavioral Loyalty	0.094	0.094	0.038	2.477	0.013
Logo Change -> Brand Attitude	0.348	0.351	0.072	4.841	0.00

Source: SmartPLS4

Hypothesis **H1a** implies that the logo change has a positive impact on behavioral loyalty, the results show that the T-value of 2,477 >1.96, which is calculated by dividing the path coefficient by its standard error, signifies a statistically significant relationship. The p-value of 0.013, which is less than the conventional threshold of 0.05, allows us to reject the null hypothesis and conclude that there is indeed a significant relationship between "Logo Change " and "behavioral Loyalty". The path coefficient mean of 0.094 suggests a weak positive relationship between the

constructs. This implies that the action of changing the logo impacts slightly positive on customer-based behavioral loyalty. The standard deviation of the path coefficient is 0.038, indicating a stable relationship across different samples.

-The hypothesis **H1b** suggests that a change in the logo positively influences attitudinal loyalty. The results don't support this hypothesis as the T-value is 0.085, which is under 1.96, indicating a statistically insignificant relationship. Furthermore, the p-value is 0.933, which is greater than the standard threshold of 0.05. This allows us to accept the null hypothesis and affirm that there is no significant positive relationship between a "Logo Change" and "Attitudinal Loyalty". The path coefficient mean of 0.003 nearly 0 confirms the absence of a positive relationship between these two variables.

-The hypothesis **H1c** proposes that Colors change impact positively on behavioral loyalty. However, the results do not support this hypothesis. The T-value is 1.082, which falls below the critical value of 1.96, indicating that the relationship is not statistically significant. Additionally, the p-value is 0.543, exceeding the standard threshold of 0.05. These findings lead us to accept the null hypothesis and conclude that there is no significant positive relationship between "Colors Change" and "Attitudinal Loyalty". The path coefficient mean of -0.022, which is close to 0, further confirms the absence of a positive relationship between these two variables. In other words, a change in the colors do not appear to have a meaningful positive influence on attitudinal loyalty based on the data analyzed.

-The hypothesis **H1d** assumes that colors change positively affects attitudinal loyalty. However, the analysis results do not support this hypothesis. The T-value is 0.608, which is less than the critical value of 1.96, signifying that the relationship is not statistically significant. Moreover, the p-value is 0.279, which is above the standard threshold of 0.05. This leads us to accept the null hypothesis and conclude that there is no significant positive relationship between "Colors Change" and "Behavioral Loyalty». The path coefficient mean of 0.037, being near zero, further validates the lack of a positive relationship between these two variables. This suggests that altering the colors does not seem to have a significant positive impact on attitudinal loyalty, based on the data analyzed.

-The hypothesis **H2a** indicates that Colors change impacts positively on brand attitude. The results support this hypothesis as the T-value is 2.74, exceeding the critical value of 1.96, indicating a statistically significant relationship. This T-value is derived by dividing the path coefficient by its standard error. Furthermore, the p-value is 0.006, which is below the standard

threshold of 0.05. This allows us to reject the null hypothesis and affirm that there is a significant relationship between a "Colors Change" and "Brand Attitude". The path coefficient mean of 0.185 indicates a weak positive relationship between these two variables, suggesting that changing the colors has a minor positive impact on customer-based brand attitude. The standard deviation of the path coefficient is 0.068, signifying a consistent relationship across various samples.

-The hypothesis **H2b** posits that logo change impacts positively on brand attitude. The findings confirm this hypothesis, with a T-value of 4.841 surpassing the critical threshold of 1.96, indicating a statistically significant relationship. Moreover, the p-value of 0.00 falls below the conventional threshold of 0.05. This leads us to reject the null hypothesis and assert that there exists a significant association between a "Logo Change" and "Brand Attitude". The path coefficient mean of 0.348 suggests a moderate positive correlation between these variables, indicating that changing the logo has a beneficial effect on customer-based brand attitude. The standard deviation of the path coefficient at 0.072 indicates a consistent relationship observed across different samples.

- The hypothesis **H3a** suggests that positive brand attitude impacts positively on attitudinal loyalty after rebranding. The findings reveal a very strong positive relationship between "Brand attitude" and "Attitudinal Loyalty", as evidenced by the path coefficient mean of 0.837. This suggests that as customer satisfaction increases, there is a corresponding increase in customer loyalty. The standard deviation of the path coefficient, measured at 0.022, indicates a stable and consistent relationship across the various samples examined. The t-value of 41.225, calculated by dividing the path coefficient by its standard error, demonstrates the statistical significance of this relationship. Furthermore, the p-value of 0.000, which is well below the standard threshold of 0.05, allows us to confidently reject the null hypothesis and conclude that there is a significant positive relationship between brand attitude and attitudinal loyalty. In conclusion, the analysis strongly supports the hypothesis that brand attitude is a significant determinant of customer-based attitudinal loyalty.

-The hypothesis **H3b** declares that positive brand attitude impacts positively on behavioral loyalty after rebranding. The data strongly supports this hypothesis, showing a robust positive correlation between "Brand Attitude" and "Behavioral Loyalty". This is evidenced by a path coefficient mean of 0.887, indicating that an increase in customer satisfaction is associated with a rise in customer loyalty. The standard deviation of the path coefficient, at 0.028, suggests a stable relationship across different samples. The t-value, calculated at 30.005 by dividing the

path coefficient by its standard error, underscores the statistical significance of this relationship. Moreover, the p-value of 0.000, significantly below the standard threshold of 0.05, allows us to reject the null hypothesis with confidence. This leads us to conclude that there is indeed a significant very strong positive relationship between brand attitude and behavioral loyalty.

Table 14: Test of hypotheses recapitulative table

Hypothesis	Declaration		Result
H1	Rebranding has a positive impact on brand loyalty.	Logo change impacts positively on behavioral loyalty.	Accepted
		Logo change impacts positively on attitudinal loyalty.	Rejected
		Colors change impact positively on behavioral loyalty.	Rejected
		Colors change impacts positively on attitudinal loyalty.	Rejected
H2	Rebranding has a positive impact on brand attitude.	Colors change impacts positively on brand attitude.	Accepted
		Logo change impacts positively on brand attitude.	Accepted
H3	Brand attitude impacts brand loyalty positively in a rebranding context.	Positive Brand attitude impacts positively on attitudinal loyalty after rebranding.	Accepted
		Positive Brand attitude impacts positively on behavioral loyalty after rebranding.	Accepted

Source : Elaborated by the author

1.6.2 Interpretation of explained variance:

The structural model in PLS can be evaluated using coefficient of determination. In PLS structural model evaluate the combined effect of exogenous variables on endogenous latent variables, we had to interpret the explained variance of our model. This can generally be done by examining the R-squared (R^2) of our endogenous constructs (Samar Rahi,2017).

The R-squared value signifies the percentage of variability in the dependent construct that is accounted for by the independent constructs in the model. It has a range from 0 to 1, with larger values denoting a higher percentage of variance explained.

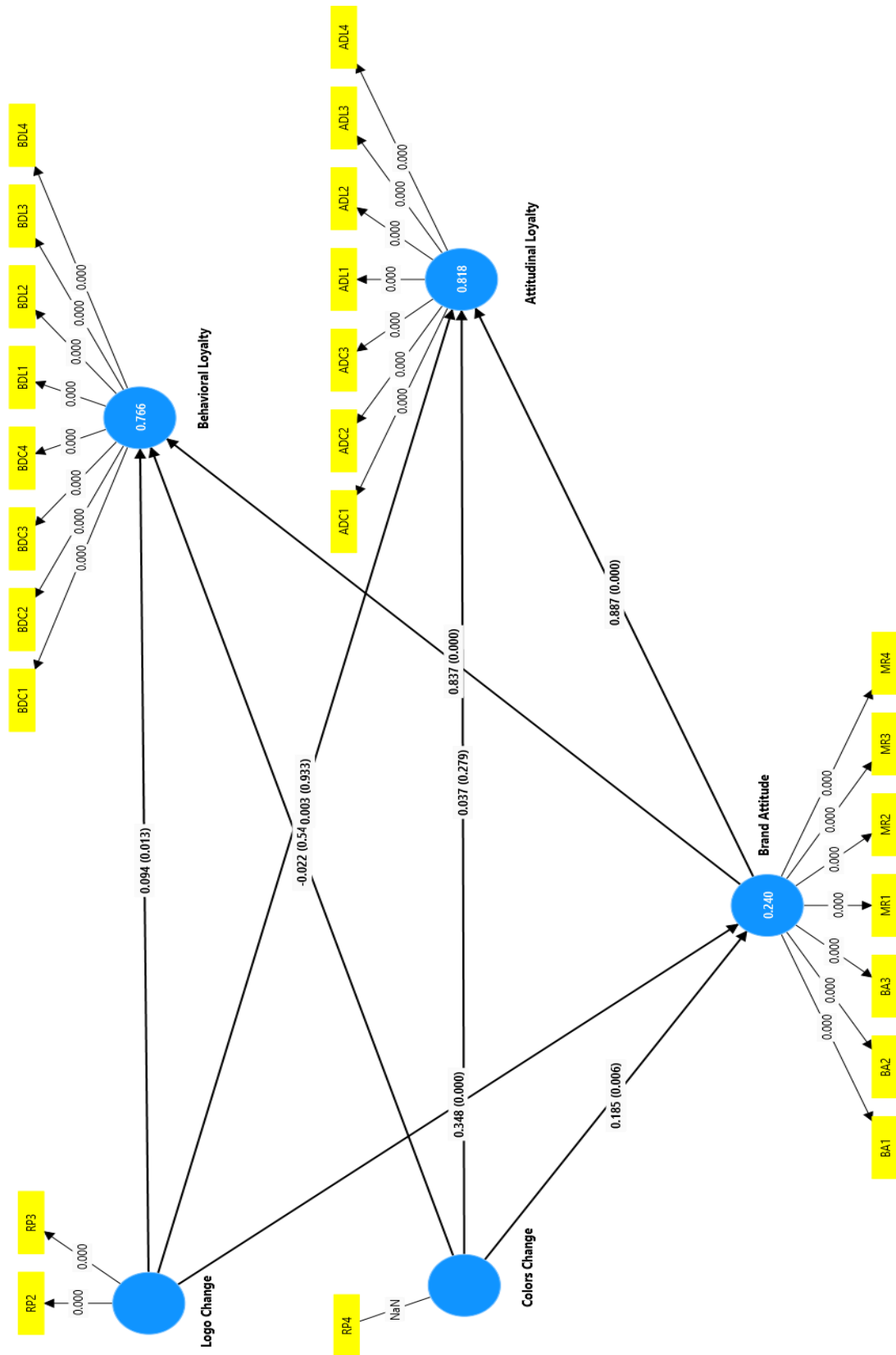
Adjusted R squared (R two adjusted) takes into account the number of predictors in the model. It adjusts the R squared value based on the number of predictors. An adjusted R squared value close to 1 indicates that the model explains a large part of the variance, even after adjusting for the number of predictors. A value close to 0 indicates that the model does not explain the variance well, even after adjustment. We deduce then that in our case Attitudinal and behavioral are well adjusted compared to brand attitude.

Table 15: R-Square - Overview

Construct	R-square	R-square adjusted
Attitudinal Loyalty	0.818	0.927
Behavioral Loyalty	0.766	0.875
Brand Attitude	0.240	0.598

Source: SmartPLS4

Figure 15: Measurement model

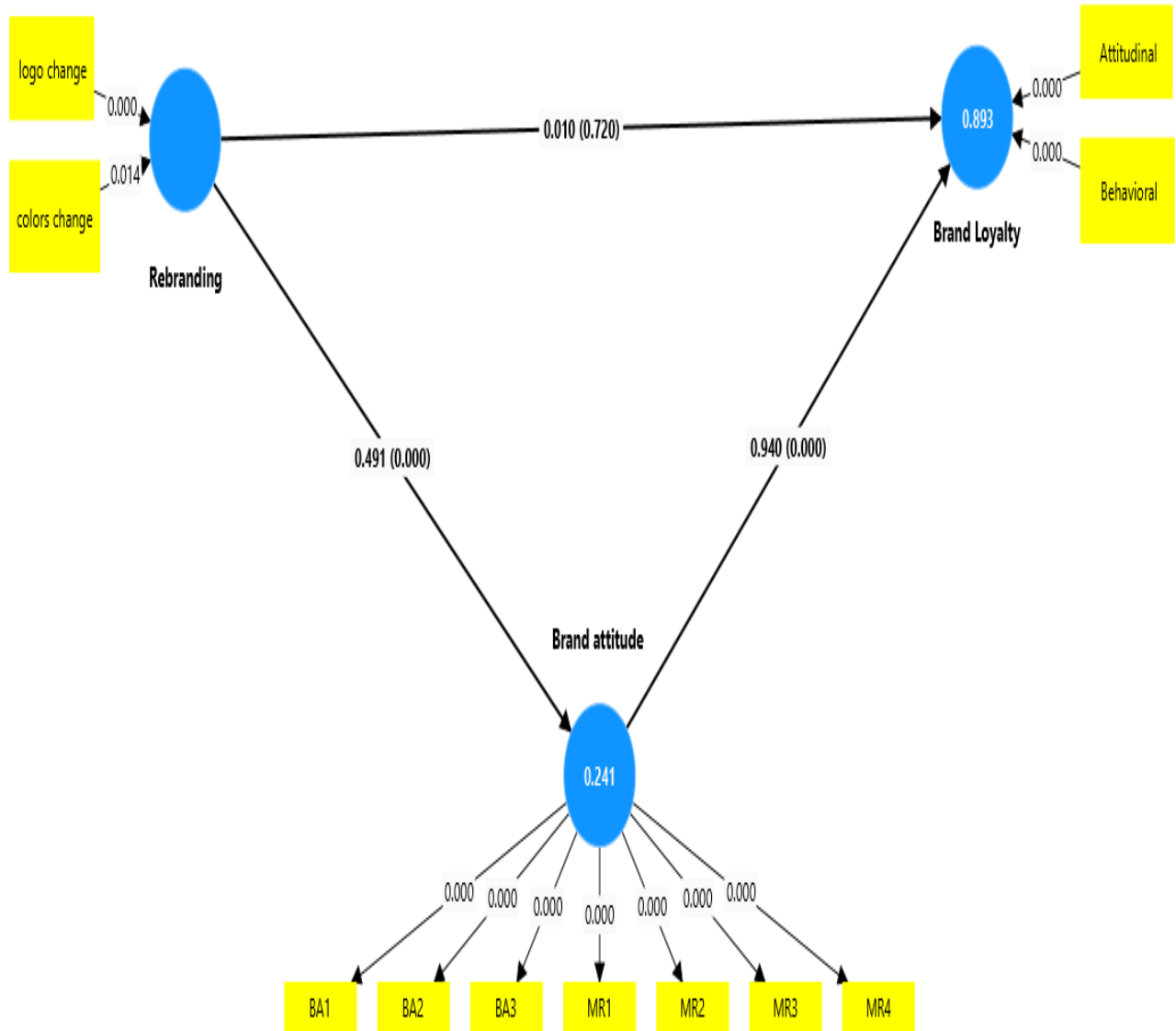


Source: SmartPLS4

1.6.3 Confirmatory model:

As a second attempt to confirm our structural model, we developed a Higher Order Model, schematizing and summarizing our studied variables:

Figure 16: Confirmatory model



Source: SmartPLS4

Section 2: Discussion of the results:

The present study responds to the perspectives of the literature relevant to the analysis of how rebranding affects customers across multiple dimensions and processes. The main goal of this study is to focus on examining the behavioral impact of Rebranding through Brand Loyalty, and the emotional impact through Brand Attitude that is presented as a mediator of the whole process. For this, we applied the structural equation modeling using the software SmartPLS4.

According to our findings, altering the brand's identity doesn't have a direct positive impact on brand loyalty. The analysis results from this study provide valuable insights into the impact of logo and colors changes on both behavioral and attitudinal loyalty.

The hypothesis H1a, which posited that a logo change would have a positive impact on behavioral loyalty, was supported by the data implying that while changing the logo does have a positive impact on behavioral loyalty, the effect is relatively small, which is supported by the findings of Antonio S. Williams, Sungwook Son, Patrick Walsh, and Jin Park (2021). The slight positive impact of a logo change on behavioral loyalty could be due to the novelty effect. Customers may be intrigued by the new logo and may engage more with the brand out of curiosity or interest.

Contrarily, the hypothesis H1b, which suggested that a logo change would positively influence attitudinal loyalty, was not supported by the data suggesting that a logo change does not significantly influence attitudinal loyalty. These findings come contradictorily to Antonio S. Williams, Sungwook Son, Patrick Walsh, and Jin Park (2021)'s results. The lack of significant impact on attitudinal loyalty suggests that customers' emotional attachment to a brand is not easily swayed by superficial changes such as a logo redesign. This could be because attitudinal loyalty is more deeply rooted in customers' experiences and perceptions of the brand's quality, service, and value. Similarly, the hypothesis H1c, which proposed that a color change would positively impact behavioral loyalty, was not supported by the data. Finally, the hypothesis H1d, which assumed that a color change would positively affect attitudinal loyalty, was also not supported by the data. The absence of a significant relationship between color changes and both types of loyalty suggests that color, while an important aspect of a brand's visual identity, may not be a key driver of customer loyalty. This could be because color preferences are highly subjective and may not directly influence customers' attitudes or behaviors towards a brand. These two hypotheses come in contrast with the outcomes of Suriadi, J., Mardiyana, M., & Reza, B. (2022) research.

In summary, our findings suggest that while a logo redesign may slightly enhance behavioral loyalty, alterations in both the logo and colors do not significantly influence attitudinal loyalty. This underscores the notion that overall brand loyalty is not significantly affected by rebranding efforts. This conclusion aligns with the researches conducted by Chaniago Aspizain (2016), Bylon Abeeku Bamfo, Courage Simon Kofi Dogbe & Charles Osei-Wusu (2018), and Roslizawati Ahmad, Worlu Okechukwu, Hasnizam Shaari (2022). However, it contradicts the findings of studies by Zakiyah Artanti Ratnadewi, Fitri Aprilianty, Annisa Rahmani Qastharin, and Nurfaiza Hidayanti (2022), Andre Prayoga, Eko Suseno (2020), Setiani Titi & Anton Sujoko Anang (2018), Dini Turipanam Alamanda & Arif Partono Prasetio (2015), and Fikhri Ahmad Arbi, Siti Aminah (2023).

Regarding brand attitude, the correlations were statistically significant. In order to explain that, we delve into the implications of our hypotheses H2a and H2b

The hypothesis H2a that proposed that colors change as a first dimension of the rebranding initiative impacts positively on brand attitude is supported by the data, indicating that color changes have a minor positive impact on customer-based brand attitude. The positive impact of colors change on brand attitude could be attributed to the psychological effects of color. Different colors can evoke different emotions and associations, which can influence customers' perceptions of a brand. On the other hand, Hypothesis H2b posited that a logo change as a second dimension of rebranding, would positively impact brand attitude. The findings corroborate this hypothesis confirming a moderate positive correlation between the variables. The significant positive impact of a logo change on brand attitude suggests that the logo is a crucial element of a brand's identity. A well-designed logo can communicate the brand's values and personality, create a memorable impression, and differentiate the brand from its competitors. These insights join the findings of Hsin-Hung Shenn and Chih-Huang Lin (2021)'s study. This emphasizes the idea that the overall the rebranding action positively influences brand attitude, which goes in line with the research's results of Subhadip Roy and Soumya Sarkar (2015) and Hsin-Hung Shenn and Chih-Huang Lin (2021), oppositely to the deductions of Phang Ing (2016), Alexander C. Tevil(2013) and Véronique Collange&Adrien Bonache (2015).

Moreover, the mediating role of brand attitude in this relationship is confirmed. The findings of this study provide strong evidence for the impact of brand attitude on both attitudinal and behavioral loyalty post-rebranding. For the hypothesis H3a, the data analysis indicates a very

strong positive relationship between brand attitude and attitudinal loyalty, suggesting that increased customer satisfaction leads to enhanced customer loyalty in a rebranding context. This, suggests that customers who have a positive perception of a brand are more likely to develop an emotional attachment to it. This could be because a positive brand attitude often stems from satisfying experiences with the brand, which can foster trust and loyalty. Just as well, for the hypothesis H3b, the data reveals a robust positive correlation between brand attitude and behavioral loyalty. This strong positive correlation indicates that customers who have a positive attitude towards a brand are more likely to engage in loyal behaviors, such as repeat purchases or recommending the brand to others. This could be because a positive brand attitude can enhance customers' confidence in the brand and motivate them to continue supporting it.

These results collectively match the studies of (Pauwels-Delassus & Descotes, 2013), Omar Kassim A Shaban, Liu Yao, Mohd Ridzuan Bin Darun and Abdullah Alkhateeb (2017), and affirm that brand attitude is a significant determinant of customer-based attitudinal and behavioral loyalty, highlighting the importance of maintaining a positive brand attitude during and after the rebranding process.

CONCLUSION

This research was designed to explore the complex interplay between rebranding efforts, brand attitude, and brand loyalty. The objectives include understanding the impact of rebranding on brand loyalty and determining its influence on brand attitude, which involves assessing the perception of a brand post-rebranding. The study also aims to establish the relationship between brand attitude and brand loyalty, exploring how these two variables interact with each other. Furthermore, the research seeks to examine the mediating role of brand attitude in the relationship between rebranding and brand loyalty, investigating whether brand attitude serves as a bridge that connects rebranding initiatives to increased brand loyalty.

The findings of this study helped us to answer the research's main and sub questions, uncovering valuable insights into the dynamics of consumer behavior in response to rebranding initiatives and providing compelling evidence that rebranding has an indirect effect on brand loyalty, with brand attitude serving as an important mediating variable.

The evidence derived from our research indicates that although a modification in the logo may marginally improve behavioral loyalty, changes encompassing both the logo and colors do not exert an impact on attitudinal loyalty. This emphasizes the concept that globally brand loyalty remains relatively unaffected directly by rebranding initiatives, leading us to reject the first study hypothesis (H1).

The research underscores the concept that rebranding activities, such as changes in color and logo, have a positive impact on brand attitude. This suggests that strategic rebranding can enhance the perception and reception of a brand among its target audience. (Accepting H2)

The data reveals a strong positive relationship between brand attitude and both attitudinal and behavioral loyalty, suggesting that a positive brand attitude can significantly enhance customer loyalty in a rebranding context (Accepting H3). This underscores the importance of maintaining a positive brand attitude during and after the rebranding process. It also highlights the role of rebranding in shaping brand attitude and, consequently, influencing brand loyalty. Therefore, while rebranding can be a powerful tool for refreshing a brand's image and attracting new customers, its ultimate success in fostering brand loyalty hinges on its ability to cultivate a positive brand attitude. This insight underscores the need for brands to carefully plan and execute their rebranding strategies, with a keen focus on enhancing brand attitude, to ensure that their rebranding efforts yield the desired increase in customer loyalty.

Study limitations and future perspectives:

- **Sample Characteristics:** The characteristics of the sample used in this study may limit the generalizability of the findings since the sample was not equally divided in terms of age, gender, or region, the results may not apply to all customer population.
- **Subjectivity:** Brand attitude and loyalty are subjective and can be influenced by numerous external factors beyond rebranding, such as personal preferences, cultural influences, or market trends. These factors may not have been adequately controlled for in the study.
- **Time Frame:** Since Yassir's new brand is still freshly changed, the study may not account for the long-term effects of rebranding on brand loyalty. The impact of rebranding may change over time as customers adjust to the new brand image.
- **Examining Other Branding Elements:** Future research should consider other elements of branding and their impact on customer loyalty. This could provide a more comprehensive understanding of the relationship between branding and loyalty.
- **Exploring Moderating Variables:** The study found a weak positive relationship between logo change and behavioral loyalty, but no significant relationship with attitudinal loyalty. Future research could explore potential moderating variables that might influence these relationships, such as customer age, gender, or previous experience with the brand.
- **Qualitative Research:** Qualitative research methods, such as interviews or focus groups, could provide deeper insights into why logo and color changes do not significantly influence attitudinal loyalty. This could help to uncover underlying mechanisms or processes that were not captured in this study.

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APPENDIX

APPENDIX A: DESCRIPTIVE ANALYSIS RESULTS

Items Modalities	I was satisfied with Yassir's services.		I would likely recommend Yassir to friends and family.		I was emotionally attached to the Yassir's brand.		I was likely to continue purchasing Yassir's services in the future.		I used to trust Yassir more compared with other brands in the same sector.	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Totally disagree	57	14.3%	62	15.5%	196	49.1%	14	3.5%	177	44.4%
Disagree	148	37.1%	94	23.6%	56	14%	78	19.5%	37	9.3%
Neutral	52	13%	102	25.6%	69	17.3%	159	39.8%	52	13%
Agree	102	25.5%	88	22.1%	41	10.3%	85	21.3%	62	15.5%
Totally agree	40	10%	53	13.3%	37	9.3%	63	15.8%	71	17.8%
Total	399	100%	399	100%	399	100%	399	100%	399	100%
Mean	2.8		2.94		2.17		3.26		2.53	
Standard Deviation	1.25		1.269		1.374		1.055		1.588	
Evaluation	Disagree		Disagree		Totally disagree		Neutral		Totally disagree	

Items Modalities	I'm familiar with both the old and new logos of Yassir.		The new logo is more suitable for Yassir than the old one.		In general, the brand image of Yassir is highly suitable for its new logo design.		I like the new color scheme of Yassir after the rebranding.		The original logo color is more recognized than the new logo color.	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Totally disagree	9	2.3%	6	1.5%	7	1.8%	9	2.3%	156	39.1%
Disagree	10	2.5%	17	4.3%	19	4.8%	13	3.3%	28	7%
Neutral	11	2.8%	27	6.8%	35	8.8%	34	8.5%	31	7.8%
Agree	61	15.3%	190	47.6%	194	48.6%	195	48.9%	117	29.3%
Totally agree	308	77.2%	159	39.8%	144	36.1%	148	37.1%	67	16.8%
Total	399	100%	399	100%	399	100%	399	100%	399	100%
Mean	4.63		4.20		4.13		4.15		2.78	
Standard Deviation	0.844		0.856		0.885		0.876		1.599	
Evaluation	Totally agree		Agree		Totally Agree		Agree		Totally disagree	

Items Modalities	The new logo makes me more loyal to Yassir.		I will state positive things to others about Yassir after they changed their logo.		I pay more attention to Yassir's brand than other brands after they changed their logo.		I am more interested in Yassir's brand than other brands after changing their logo.		The new color scheme influences my purchase decisions towards Yassir.		I feel a stronger emotional connection to Yassir's brand after the colors change.		The new colors resonated with my preferences and emotions.	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Totally disagree	104	26.1%	46	11.5%	20	5%	17	4.3%	114	28.6%	22	5.5%	22	5.5%
Disagree	187	46.9%	20	5%	61	15.3%	115	28.8%	136	34.1%	135	33.8%	41	10.3%
Neutral	55	13.8%	161	40.4%	249	62.4%	201	50.4%	26	6.5%	172	43.1%	239	59.9%
Agree	23	5.8%	149	37.3%	43	10.8%	38	9.5%	95	23.8%	41	10.3%	78	19.5%
Totally agree	30	7.5%	23	5.8%	26	6.5%	28	7%	28	7%	29	7.3%	19	4.8%
Total	399	100%	399	100%	399	100%	399	100%	399	100%	399	100%	399	100%
Mean	3.54		4.02		3.75		3.90		3.71		4		4.24	
Standard Deviation	1.046		1.114		0.994		1.085		1.145		1.118		1.156	
Evaluation	Disagree		Neutral		Neutral		Neutral		Disagree		Neutral		Neutral	

Items Modalities	I intend to use Yassir after their rebranding with a new logo.		The new logo makes me more willing to choose Yassir.		During my next purchase, I will use services with Yassir's new logo.		I would recommend Yassir to my relatives after their rebranding with a new logo.		Changes in the color scheme of Yassir's brand identity have a positive impact on my purchase intention of its services.		Consistent use of the new colors reduces my temptation to switch to other brands.		Changing the colors of the brand identity makes me more likely to refer Yassir to others.		Colors change in Yassir's brand identity pushes me to make regular repeated purchases.	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Totally disagree	15	3.8%	16	4%	10	2.5%	13	3.3%	26	6.5%	22	5.5%	23	5.8%	28	7%
Disagree	9	2.3%	25	62.7%	18	4.5%	11	27.6%	19	48.1%	25	63.2%	240	60.2%	241	60.4%
Neutral	34	8.5%	54	13.5%	35	8.8%	21	52.6%	96	24.1%	59	14.8%	27	6.8%	49	12.3%

Agree	188	47.1%	59	14.8%	91	22.8%	50	12.5%	66	16.5%	43	10.8%	46	11.5%	62	15.5%
Totally agree	153	38.8%	20	5%	245	61.4%	16	4%	19	4.8%	23	5.8%	63	15.8%	19	4.8%
Total	399	100%	399	100%	399	100%	399	100%	399	100%	399	100%	399	100%	399	100%
Mean	4.14		3.79		4.36		3.97		3.65		3.76		3.73		3.73	
Standard Deviation	0.983		0.896		0.990		0.925		0.988		0.969		0.997		1.014	
Evaluation	Agree		Disagree		Totally agree		Neutral		Disagree		Disagree		Disagree		Disagree	

Items \ Modalities	The new brand makes me feel that the quality of Yassir's services is good.		The new brand makes me feel good about buying Yassir's services.		The new brand makes me feel that choosing Yassir is a wise decision.	
	Frequency	%	Frequency	%	Frequency	%
Totally disagree	15	3.8%	21	5.3%	23	5.8%
Disagree	12	3%	19	4.8%	15	3.8%
Neutral	36	9%	44	11%	95	23.8%
Agree	94	23.6%	251	62.9%	200	50.1%
Totally agree	242	60.7%	64	16%	66	16.5%
Total	399	100%	399	100%	399	100%
Mean	4.34		3.8		3.68	
Standard Deviation	1.02		0.947		0.986	
Evaluation	Totally agree		Agree		Agree	

Items Modalities	My positive attitude towards Yassir's new image increases my loyalty towards their services.		My positive attitude towards Yassir's new image increases my loyalty towards their services.		Positive brand attitude post-rebranding creates a sense of trust and credibility in me.		Positive brand attitude enhances my satisfaction as Yassir's customer.	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Totally disagree	20	5%	21	5.3%	15	3.8%	12	3%
Disagree	24	6%	21	5.3%	20	5%	16	4%
Neutral	36	9%	45	11.3%	43	10.8%	49	12.3%
Agree	95	23.8%	183	45.9%	182	45.6%	222	55.6%
Totally agree	224	56.1%	129	32.2%	139	34.8%	100	25.1%
Total	399	100%	399	100%	399	100%	399	100%
Mean	4.2		3.95		4.03		3.96	
Standard Deviation	1.143		1.058		0.998		0.897	
Evaluation	Totally agree		Agree		Agree		Agree	

APPENDIX B: QUESTIONNAIRE

CLICK HERE TO VISUALIZE THE QUESTIONNAIRE