Original Article

The Role of Rebranding and Brand Image in Strengthening Brand Loyalty of Cake and Bakery Businesses

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Abstract - Increasingly tight competition in the food and beverage industry means that product marketing is not only determined by product quality. This study aims to analyze the role of rebranding and brand image in increasing customer loyalty in the Cake & Bakery business. As most of us agreed, rebranding is one of the strategies for developing brand image, and finally, it will strengthen the market position and maintain customer loyalty. This research employs a quantitative approach, utilizing a survey method and distributing questionnaires to approximately 68 customers who regularly visit one of the cake and bakery retail counters in the southern area of Jakarta. The collected data were analyzed using linear regression techniques using the SPSS 25 application to test the relationship between rebranding variables, brand image, and customer loyalty. The study results indicate that rebranding has a positive and significant effect on customer loyalty. In addition, a strong brand image has also been shown to play an important role in increasing customer loyalty. These findings indicate that the alignment of a proper rebranding strategy and the creation of a positive brand image can increase customer loyalty in the Cake & Bakery shop. This study provides practical implications for their operational officers in formulating more effective marketing strategies, with a focus on improving brand image through rebranding activities.

Keywords - Food and beverage, Cake & bakery, Rebranding, Brand image, Customer loyalty, Marketing strategy, Case study.

1. Introduction

The fast growth of retail businesses is in line with the fast growth of franchise-based businesses. The Ministry of Trade noted that there has been an increase in the number of foreign franchises entering Indonesia, driven by various policies that simplify the process of franchise registration and operations in the country. The issuance of the Minister of Trade decree number 71 in 2019 concerning Franchise Implementation simplifies the mechanism of applying for a Franchise Registration Certificate (STPW) online. Over the past decade, 370 STPWs have been issued, with an average annual registration rate of 10.4%. In 2020, the franchise business in Indonesia contributed to the absorption of 628,622 workers and recorded a turnover of IDR 54.4 trillion.

This figure shows how important franchise businesses, both local and foreign, are to the national economy. Several exhibitions and expos are supported by the government, among others are the Indonesia Franchise Forum and Bizfest 2021, the 19th Franchise & License Expo Indonesia (FLEI). In addition, the government continues to strive to improve the competitiveness of national franchises in competing with foreign franchises.

Based on the data from the Ministry of Trade in 2023, the largest franchise businesses in Indonesia in the food and beverage industry are at 47.92% of the total. In the competitive culinary business environment, brand plays a crucial role in marketing strategy [1], [2]. Brand not only functions as a product identity, but also as a reflection of the values, quality, and uniqueness offered by the company [3], [4]. This applies to the retail business of bread and cakes; a strong brand can be a key differentiator that helps businesses survive and thrive amid fierce competition. Rebranding is a strategic process carried out by companies to change their brand image, identity, and positioning in the market. In certain conditions, a seller needs rebranding because it changes the company's identity. Rebranding or renewal of a brand involves all aspects and elements of the brand, both in terms of tangible aspects (name, logo, slogan, packaging) and intangible aspects (values and image) [5], [6].

Given this background, this study investigates why rebranding fails to significantly strengthen the brand image and reputation of the cake and bakery retailers among consumers. Rebranding generally has a positive impact on brand image and reputation. Therefore, this issue is important

and represents a research gap. Furthermore, this study will analyze the impact of rebranding on consumer perception and loyalty.

2. Case Study

The case study took place at one of the popular Cake and Bakery sellers in Indonesia, which has several branches in several major cities. Initially, this bakery entered Indonesia from Singapore as a franchise in 2000, with bread as its main product. In 2019, the franchise contract ended, and the official license ended, so in November 2022, the name was changed to the local Indonesian name of the bakery and cake shop. The first outlet was opened in Bandung in 2020, which was then followed by changes in the name of the outlets in other cities, from the previous name of the Franchisor to the name of the local Indonesian cake and bakery shop.

The local brand that replaced the original brand from overseas Franchisor in a short period has succeeded in building a strong and positive brand image in the Indonesian bakery industry. By relying on high product quality and continuous innovation, the company has positioned itself as the main choice for consumers looking for a satisfying culinary experience. The company also builds an image through the interior design of modern and aesthetic outlets, which aims to create comfort for consumers. The store atmosphere is built with the concept of warmth and friendliness to build emotional relationships with customers. In addition, this cake and bakery shop is also active in adopting new trends and creating innovative products that suit market tastes. They often launch new variants and attractive promotions, which not only maintain the interest of existing customers but also attract the attention of new customers. Effective marketing campaigns, both through social media and offline, also contribute to positive consumer perceptions of the brand [7].

With the brand image that was successfully achieved, the question of this study is whether the brand image that was built will end up establishing brand loyalty from customers. Brand loyalty is a consumer learning to purchase a product without looking at other available alternatives. Brand loyalty is one of the success indicators in marketing since it is a measure of a customer's attachment to a brand. This loyalty is often formed because of consistent positive experiences, superior product quality, and emotional relationships between consumers and brands.

To ensure the accuracy of study results, pre-research is carried out to decide the indicators that are part of the variables used. The case study of this research is at the Mako Cake & Bakery shop, which is rebranding from a Cake & Bakery Shop that was previously a franchise from Singapore, namely Breadtalk. The preliminary research results conclude that although the rebranding of MAKO Cake & Bakery from Breadtalk positively impacted product quality, it had not

significantly succeeded in strengthening MAKO's brand image and reputation from the consumers' perspectives. This is the basis for the need for this study, which measures the effect of rebranding on consumer loyalty, which ultimately increases the appeal of the new logo and is expected to increase purchases. However, it is believed that rebranding has the potential to influence market opinion about the brand, which still has some space to develop further in building a stronger brand image and loyalty.

Therefore, the aim of this study is to analyze the influence of rebranding and brand image on brand loyalty of MAKO Cake & Bakery, both partially and simultaneously. Furthermore, to measure how much the contribution level is influenced by rebranding and brand image variables on the brand loyalty of MAKO Cake & Bakery.

3. Literature Review

This section reviews several references related to the research theme and variables. The review begins with a general overview of brands and the importance of establishing a brand for a product. With increasing competition from similar products from various brands, rebranding is a potential marketing strategy. Several previous studies on brand image and brand loyalty, as well as the variables in this study, are presented at the end of this section.

Everyone believes that brands play an important role in identifying a product or service from a seller or group of sellers and identifying how different it is compared with the competitors' products. Brands reflect the identity of the product or service offered by the seller. In a certain condition, a brand has a very strong interaction with consumers or its market. A brand can describe a relationship that develops based on perception and experience every time a consumer connects with the brand. Therefore, a brand can have a vision, or what is often called brand identity [8].

Related to brands, in the field of marketing strategy, rebranding is widely discussed in the field of marketing management. Rebranding is a practice of forming a new name that represents a change in position in the mind frame of stakeholders and a differentiation of identity from its competitors [5]. Rebranding, by definition, means a change in identity, which must be seen as a strategic decision with a mature plan. A successful rebranding strategy does not necessarily have to start with a million-dollar campaign, a radical change in name, logo, or other brand image elements, but instead starts with fixing various internal problems in a process that is oriented inside and outside the company [3], [9]. There are two types of rebranding: the first is when the brand is completely changed, and the second is rebranding as a result of modification of an established brand [10].

The next variable in this study is the Brand Image, which is the process by which consumers select, manipulate, and

interpret input to create a brand that is easily remembered by consumers [11], [12]. In general, it can be said that brand image is a comprehensive picture of how a brand is viewed, which is formed through information and past experiences with the brand. Some supporting indicators for brand image are as follows: favorability of brand association, which is the relationship between consumers' memory of information and impressions of products that are being consumed. The next indicator is the strength of brand association, which is the consumer's opinion about products. Uniqueness of brand association is also an indicator of brand image, which is related to the standard of uniqueness or the existence of differences that attract consumer interest.

Brand loyalty, which is a dependent variable in this study, is defined as a consistent purchasing pattern towards a particular brand over time, and also a pleasant attitude felt by consumers towards the brand. Brand loyalty develops when the brand follows the consumer's personality or self-image or when the brand offers unique satisfaction and benefits that consumers are looking for [13]. Brand loyalty is also the extent to which consumers show a positive attitude towards a brand, have a commitment to a particular brand, and intend to buy it in the future. Nowadays, Artificial Intelligence technology will even further support building brand loyalty based on consumer shopping behavior [14], [15].

Loyalty is defined as a strongly held commitment to buy or subscribe to a particular product or service again in the future, despite the influence of situations and marketing efforts that have the potential to cause changes in behavior. There are five categories of consumers related to Brand loyalty, namely Switcher, Habitual Buyer, Satisfied Buyer, Liking the Brand, and Committed Buyer [16], [17], [18]. Switcher (moving) is the most basic level of loyalty possessed by customers. The higher frequency of customers moving their choices from one brand to another indicates them as non-loyal buyers. Regardless of the category of loyal consumers mentioned above, previous studies generally focused on brand image and brand loyalty, focusing more on products that were entering the market. This study, however, focuses on a pre-existing product, albeit with a different brand name. Therefore, this argument is crucial for the novelty of this study. Furthermore, the product previously carried a foreign brand name due to a foreign franchise; however, in this rebranding, the product now carries a domestic brand name. The results of this study will also indirectly answer the question of whether there is a relationship between rebranding and switchers and frequent buyers.

4. Research Methodology

This study uses a quantitative method with data processing using non-parametric statistics. The focus of the study is on consumer behavior in measuring brand loyalty (Y) at one of the Mako Cake & Bakery branch outlets, which is influenced by Rebranding (X_1) and also Brand image (X_2).

The respondents of the study were consumers who purchased food and beverages at Mako Cake & Bakery at one of the shopping malls in South Jakarta, Indonesia. The confidence level determined was 90% with a Z value of 1.64. The sampling error was set at 10% or 0.10, and because the maximum estimated value was unknown, the value was considered to be 0.05. So in the end, the number of samples taken was 68 people. Because the respondents were general store visitors, the sampling of this study was categorized as non-probability sampling, with the sampling technique being incidental sampling. In terms of respondent characteristics, because the location of the outlet as the location of the research object is in the South Jakarta area, the majority of Mako Cake & Bakery consumers who are respondents are domiciled in South Jakarta, namely 34 respondents or 50%. While the age of the majority of respondents is from the young generation, between 17 and 25 years, which is 41 people or 60.3%, and 55.9% or 38 out of 68 people are female. Most of them are student, which is around 45.6% or 31 people.

The sampling data collected uses a non-probability sampling technique, with data collection in the form of a survey based on an incidental sampling approach, where respondent data is selected based on who they meet. Instrument testing began with a Validity Test to ensure the validity of the questions in the data collection survey. The test results showed that all statements in the survey for all variables were valid, where $r_{count} > r_{table}$. Testing to measure the consistency of respondents' answers and ensure the reliability of the research instrument, a Reliability Test was conducted. From the results of testing the independent and dependent variables using *Cronbach's Alpha*, with a value of $\alpha > 0.6$, it is evident that the statement items in the questionnaire instrument were reliable. To determine the appropriate type of statistical test, a normality test was used to assess whether the questionnaire data were normally distributed. The normality test in this study was conducted using the *Kolmogorov-Smirnov* statistical test with a significance level > 0.05. If the probability > 0.05, it can be said that the data is normally distributed. If the data is normally distributed, then parametric statistical tests can be used.

5. The Results

Data presentation begins with a descriptive analysis that describes the data based on indicators in the study. The questionnaire data were tested for validity to measure the degree of accuracy between the data that occurred in the research object and the data that can be reported. Descriptive analysis of the Rebranding variable (X_1) shows that the description of the rebranding variable has an average of 4.21, so it can be categorized as high. The highest average is in questions related to packaging design, with an average of 4.29, which shows that respondents consider the packaging design indicator to be the main factor in rebranding. The logo change factor, with an average of 4.27, can also be said to have an

important role in rebranding. The second variable, brand image (X_2), the Descriptive Analysis shows an average value of 4.29, which can be categorized as quite high. The highest average is in the second question, with an average of 4.39, which shows that respondents consider the product quality indicator to be the main factor of brand image. This factor is further indicated by the first indicator, namely the quality of product materials, with an average of 4.38.

For the dependent variable, Brand Loyalty (Y), the results of its Descriptive Analysis showed an average value of 4.35. This is similar to variable X_2, which can be categorized as significantly high. One of the highest values comes from the second statement, with an average of 4.42, where respondents considered that they would recommend Mako Cake & Bakery to others. This factor is further indicated by the first indicator, namely satisfaction with the product, with an average of 4.39. After the descriptive analysis of the collected data, the first test that was conducted was the Validity Test. The test results show that the statements in the questionnaire are valid, because the value of r-count is greater than r_{table}, with a degree of freedom (df) = n-2, which is 0.2012. The level of significance used in this study is 5% or 0.05. The validity test for the rebranding variable is valid, because $r_{count} > r_{table}$, where from the eight statements submitted, r_{count} is in the range of 0.625 to 0.790, while r_{table} is 0.2012. The next variable is the brand image. Similar to the previous variable, the validity test results show that the brand image variable is valid. Of the eight indicators in it, all of the r_{count} values are greater than the r_{table}, thus each statement item in the brand image variable is declared valid.

The indicator related to the aesthetics of the Mako coffee and bakery outlets has the highest r_{count} (0.695), while the indicator related to positive perceptions of Mako's reputation has the lowest r_{count} (0.542). Validity testing on the dependent variable, brand loyalty, shows that all four indicators in it are valid. The r_{count} value of the four is greater than each r_{table}, with a range of r_{count} values between 0.683 and 0.740. The next test is the Reliability Test. The selected variable is said to be reliable if the Cronbach's Alpha value of the variable is > 0.6 or 60%. The three variables Rebranding, Brand Image, and Brand Loyalty show that *Cronbach's Alpha* value is > 0.6, which are respectively 0.695, 0.867, and 0.781. Therefore, it can be concluded that the indicators in the questionnaire instrument are reliable.

The classical assumption test was carried out, which consisted of the Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation Test. For the Normality Test, the *Kolmogorov-Smirnov* statistical test was used with a significance level of > 0.05. The results of the normality test with the Asymp. Sig. (2-tailed) value was 0.200, indicating that the significance value in the regression model was > 0.05, so the equation data for the regression model in the study was normally distributed.

The results of the normality test using the Kolmogorov-Smirnov statistical test with a significance level > 0.05 are presented in the table below:

Table 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		68
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.97401265
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.066
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200[c,d]

The results of the Classical Assumption Test are also depicted in the normal p-plot curve, below:
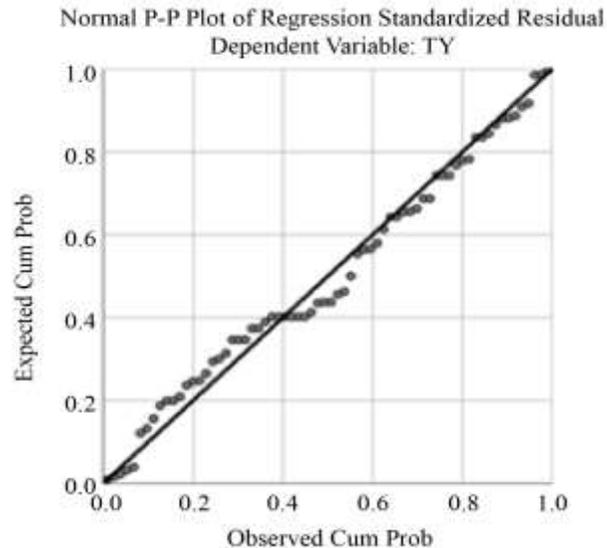

Fig. 1 Normality Test Using P-Plot

The figure above shows that the distribution of points follows a straight line, is around the line, and does not spread too far. So it can be concluded that this model is under normality, and the data is eligible to be used.

The second classical assumption test is the multicollinearity test, which looks at the Tolerance value or Variance Inflation Factor (VIF). The test results show that the VIF value of the Rebranding (X_1) and Brand Image (X_2) variables is 1.834, which is less than 10, and the tolerance value is 0.545 or greater than 0.1, so the data does not experience multicollinearity. The results of the multicollinearity test, which examines the tolerance value or Variance Inflation Factor (VIF), are tabulated in the table below.

Table 2. Multicollinearity Test Results

Collinearity Statistics			
Model		Tolerance	VIF
1	Rebranding	.545	1.834
	Brand Image	.545	1.834

To ensure a good regression model, a heteroscedasticity test is carried out. This heteroscedasticity test is carried out through the *Glejser test,* which has a basis for decision-making based on the significance value of each independent variable.

The results of the heteroscedasticity test on the rebranding and brand image variables show that the significance value is greater than 0.05, so there is no heteroscedasticity from each independent variable.

Table 3. Heteroscedasticity Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.811	.734		2.468	.016
	Rebranding	-.001	.023	-.010	-.062	.951
	Brand Image	-.030	.028	-.173	-1.047	.299

Another method for detecting the presence or absence of heteroscedasticity is through the scatterplot graphic method. The depiction of the graph can be seen in the following figure:
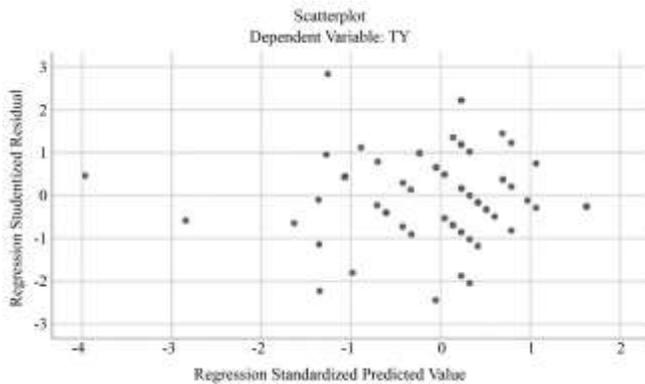

Fig. 2 Heteroskedasticity Test Using Scatterplot

Based on the figure above, it can be seen that the graph shows that the points are spread randomly both above and below the number 0 on the Y-axis and do not form a pattern, so it can be concluded that there is no heteroscedasticity in the regression model.

The last classical assumption test is the Autocorrelation Test to see whether there is a correlation between the disturbance errors in period t and the previous period. The results of the Autocorrelation Test obtained a Durbin Watson value of 2.015, the comparator used a significance value of 5%, the number of samples was 68 (n), and the number of independent variables was 2 (k = 2). Therefore, based on the Durbin Watson table, a DU value of 1.7001 will be obtained. Because the DW value of 2.015 is greater than the upper limit (DU) of 1.7001 and less than 2.33, it can be concluded that there is no autocorrelation.

To measure how much influence there is between the independent and dependent variables, Multiple linear regression analysis involving more than one independent variable is used. The test uses a significance level of 0.05 or 5%, and the results of the multiple linear regression analysis are:

Table 4. Multiple Linear Regression Analysis

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.971	1.170		.830	.410
	Rebranding	.162	.037	.361	4.371	.000
	Brand Image	.319	.045	.585	7.087	.000

While the multiple linear regression equation is as follows:

$$Y = 0.971 + 0.162X_1 + 0.319X_2 + e$$

From the equation above, it can be interpreted that all variables have positive values, indicating a positive linear influence between the independent and dependent variables.

The results of the Correlation Coefficient Test, Rebranding has a value of 0.756. So the value illustrates a strong level of relationship between the Rebranding variable and Brand Loyalty, while for Brand Image it is 0.829. So the value illustrates a very strong level of relationship between Brand Image and Brand Loyalty. In this case, it shows that the percentage of influence of an independent variable, namely Rebranding and Brand Image, is positively related to Brand Loyalty. The determination coefficient test or R-squared (R^2) obtained 0.758, meaning that the contribution of the rebranding variable (X_1) and brand image (X_2) as independent variables is 75.8% to the brand loyalty variable (Y). In other words, the remaining 24.2% is influenced by other variables not included in this study.

Hypothesis testing consists of a t-test (Partial) and an F-test (Simultaneous). In the t-test, rebranding (X_1) has a significant effect on brand loyalty (Y), partially showing a calculated t-value > t-table, which is $5.319 > 1.98472$, or when viewed from the significance value of $0.000 < 0.05$, so that hypothesis H_1 is accepted. Hypothesis testing on brand image (X_2) shows a calculated $t_{value} > t_{table}$, which is $4.893 > 1.98472$, or when viewed from the significance value of $0.000 < 0.05$. These results indicate that brand image affects brand loyalty, similar to the previous hypothesis; therefore, hypothesis H_2 is accepted. In the F Test, the third hypothesis, namely rebranding (X_1) and brand image (X_2) simultaneously have a significant effect on brand loyalty (Y), obtaining a value of F-count > F-table, which is $101.853 > 2.75$ and a significance value of $0.000 < 0.05$. These results indicate a fit regression; therefore, the variables rebranding and brand image have a simultaneous and significant effect on brand loyalty. Hence, hypothesis H_3 is accepted.

6. Conclusion

From the research above, it is clear that customer loyalty is greatly influenced by brand image and rebranding. This aligns with previous studies that also indicate strong arguments for this[7], [11]. Especially in the food and beverage business, in the variables of product image and rebranding, this study proves that customer perception has a very determining role. This is clearly evident in the product uniqueness indicator, which has the highest unique value compared to other indicators. This is a significant contribution to marketing science, particularly as it relates to branding. Furthermore, this research focuses on the highly dynamic retail industry, where branding is a crucial factor in business performance. Based on the regression analysis, and also supported by positive values for all indicators, it is concluded from this study that all indicators of brand image and rebranding are essential in increasing consumer loyalty. Not only from the quality or taste of the food and beverage itself, packaging, and service, but also the atmosphere and environment of the outlet have an important role. This finding makes the research result an important contribution to marketing science, and the indicators chosen become part of the marketing strategy for individual marketers. Further research based on these findings suggests the need for further studies on digitalization in marketing. This argument is based on the belief that digitalization has disrupted all sectors of business.

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