

# Rebranding Strategies for Maintaining Product Competitiveness: A Multidimensional Analysis of Marketing Theory, Regulatory Pressures, and Brand Equity Transfer

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## Abstract

*Rebranding* is a corporate strategy used to align brand identity with changes in the business environment; however, changing a brand name can also create risks to brand equity and product competitiveness. This paper aims to analyze *rebranding* from the perspectives of marketing theory, regulatory pressures, legal aspects, and brand equity transfer. The discussion employs a multidimensional approach by examining *Brand Equity*, *Brand Rebranding and Identity*

*Matrix*, *International Marketing*, and *Brand Evolutionary Theory*, and then relating these theories to several cases, including Mako/BreadTalk, AZKO/ACE Hardware, WWE/WWF, Geprek Bensu, Sony, Snickers, Bank Syariah Indonesia, and Hungry Jack's. The analysis shows that *rebranding* can enhance competitiveness through image renewal, market segmentation expansion, strategic efficiency, and opportunities for diversification. However, changes in identity also risk causing *brand disconnection*, consumer confusion, and increased communication costs. Therefore, successful *rebranding* depends on brand equity auditing, regulatory mapping, continuity of quality, retention of visual elements, precise communication, and financial readiness during the transition while remaining oriented toward consumer needs.

**Keywords:** Rebranding, Brand Equity, Competitiveness, Regulation, Marketing

## 1. INTRODUCTION

### 1.1 Background

Rebranding is a brand management strategy undertaken by companies to align brand identity, positioning, and value with changes in the business environment. In the development of marketing literature, rebranding is no longer understood merely as changing a logo, but as a process involving corporate identity, brand equity, communication, and consumer acceptance. Changing a brand name can form part of a company's revitalization strategy when the previous identity is considered less compatible with a new business direction. However, such changes can also create challenges because consumers have already formed associations and expectations toward the old brand. Research on rebranding shows that successful identity change depends on a company's ability to manage the relationship between the old brand and the new identity. Sangroya et al. (2025) position the development of brand equity and communication as important components in the evolution of rebranding research. Beise-Zee (2022) discusses the importance of retaining brand equity after rebranding. Parris and Guzmán (2023) examine the relationship between brand equity, loyalty, and brand image in the development of branding literature. In addition, changes in visual identity can influence consumers' perceptions of an organization. Therefore, rebranding should be understood as a strategic decision involving marketing and the management of brand assets, rather than merely an aesthetic change.

Global and domestic market dynamics encourage companies to reassess the relevance of the brand identities they use. The development of digital technology, changes in consumption patterns, and increasing competition among firms mean that brand identities need to be communicated consistently across multiple marketing channels. Research on corporate name changes shows that the impact of rebranding can differ between online and offline channels. Tan et al. (2023) examined the change of McDonald's China to Jin Gong Men and found differences in the impact of the name change on consumer demand depending on the marketing channel. These findings indicate that managing a brand name change requires consideration of the characteristics of consumer interactions with the company. Ramos et al. (2024) also explain that rebranding in the context of international acquisitions faces challenges in gaining stakeholder acceptance across countries. Meanwhile, Wertz (2023) examined the influence of visual context on consumers' initial responses to logos and corporate identity systems. Therefore, changes in brand identity in global and domestic markets need to be supported by communication strategies that consider market, consumer, and distribution-channel characteristics.

The change in identity from BreadTalk to Mako can be placed in the context of brand name changes in the bakery industry. Mako is a brand that needs to be examined through the chronology of the identity change, its relationship with the previous brand, and the company's communication strategy toward consumers. In rebranding research, a name change can affect brand recognition and consumers' associations with a product. Tan et al. (2023) show that a corporate name change can be associated with changes in consumer demand, although the effect is influenced by the marketing channel. Beise-Zee (2022) emphasizes that brand equity is an important aspect of maintaining brand value after an identity change. Research on visual identity also shows that consumer responses to a new identity need to be understood through the visual context and accompanying communication. In the context of Mako/BreadTalk, these perspectives can be used to analyze how the company manages recognition of the old brand, introduces the new identity, and maintains product value. Ramos et al. (2024) explain that stakeholder acceptance is an important part of the legitimization process in rebranding. Therefore, this phenomenon is relevant for examining brand name changes as strategic decisions with implications for consumers, companies, and markets.

In addition to marketing considerations, rebranding also has legal and public policy dimensions. A change in brand name needs to consider trademark protection, legal certainty, and consumers' right to accurate information. From a management perspective, brand identity

is part of a company's assets that should be managed systematically. Beise-Zee (2022) discusses the importance of retaining brand equity during rebranding. Meanwhile, Ramos et al. (2024) show that acceptance of a new identity involves internal and external legitimization processes. In the Indonesian legal context, changes in brand identity need to be examined under Law Number 20 of 2016 on Trademarks and Geographical Indications and Law Number 8 of 1999 on Consumer Protection. Such legal analysis is necessary to understand how companies can manage brand name changes without neglecting consumer rights and trademark protection requirements. Thus, integrating marketing, legal, and public policy perspectives can provide a more comprehensive framework for explaining the phenomenon of rebranding.

## **1.2 Problem Statement**

Based on the background above, rebranding needs to be examined as a process involving changes in brand identity, communication strategy, consumer acceptance, and brand equity management. Tan et al. (2023) show that changes in corporate names can have different impacts across online and offline marketing channels. Ramos et al. (2024) explain that the legitimacy of a new identity is influenced by the acceptance of internal and external stakeholders. Beise-Zee (2022) places brand equity as an important aspect in maintaining brand value after an identity change. Parris and Guzmán (2023) discuss the relationship between brand equity, loyalty, and brand image. Wertz (2023) examines the influence of visual context on consumer responses to a new identity. Sangroya et al. (2026) identify the development of rebranding research toward greater attention to brand identity and communication. Therefore, this study formulates questions concerning how and why companies undertake rebranding, how legal and public policy aspects influence the process, and how brand name changes affect the sustainability of product competitiveness in the market.

## **1.3 Purpose of the Study**

This paper aims to formulate a conceptual framework that integrates legal aspects, public policy, and marketing theory in explaining the phenomenon of brand name changes. The framework is developed by considering the relationships among brand identity, brand equity, communication, and consumer acceptance. Sangroya et al. (2026) position the development of rebranding research within studies of brand equity, communication, and corporate identity. Beise-Zee (2022) discusses the management of brand equity after rebranding. Tan et al. (2023) provide empirical context regarding corporate name changes and their different impacts across marketing channels. Ramos et al. (2024) highlight the importance of legitimacy and

stakeholder acceptance in the rebranding process. Wertz (2023) examines the role of visual context in shaping initial responses to a new brand identity. Parris and Guzmán (2023) advance understanding of brand equity, loyalty, and brand image. Thus, the purpose of this paper is to produce a conceptual framework that explains the relationship between rebranding strategy, legal compliance, consumer protection, and the sustainability of product competitiveness.

#### **1.4 Research Benefits**

This study is expected to provide theoretical and practical benefits for the development of rebranding research. Theoretically, it can enrich the marketing management literature by integrating brand identity, brand equity, communication, and consumer acceptance. Sangroya et al. (2026) identify the development of rebranding research toward more complex studies of brand equity and identity. Beise-Zee (2022) provides a foundation for understanding brand equity management after rebranding. Parris and Guzmán (2023) discuss the relationship among brand equity, loyalty, and brand image.

Practically, this study can serve as a reference for companies in planning brand name changes, managing communication with consumers, and maintaining product value. Tan et al. (2023) show that the impact of corporate name changes needs to be understood through differences across marketing channels. Ramos et al. (2024) emphasize the importance of stakeholder acceptance in the legitimization of rebranding. Therefore, the results are expected to provide strategic guidance for business practitioners and contribute to the academic literature on rebranding risk management.

## **2. LITERATURE REVIEW AND THEORETICAL FOUNDATION**

### **2.1 Brand Equity Theory (David Aaker and Kevin Lane Keller)**

Brand equity theory explains the added value possessed by a product because of the presence of a brand in consumers' minds. Aaker views brand equity as a set of assets and liabilities associated with a brand name and symbol, while Keller emphasizes consumer knowledge of a brand as the basis for marketing responses. In the context of rebranding, these two perspectives can be used to analyze how a name change affects brand awareness, associations, perceived quality, and customer loyalty. Dropulić (2022) discusses the development of the concept of digital brand equity in the digital environment. France et al. (2025) develop research on the concept, antecedents, and consequences of digital brand equity. Parris and Guzmán (2023) discuss the relationship between brand equity, brand image, and

brand loyalty. Beise-Zee (2022) explains the importance of retaining brand equity after an identity change. Tan et al. (2023) examine the effect of corporate name changes on consumer demand across online and offline channels. Thus, brand equity theory can be used to understand how companies retain the value built by an old brand when introducing a new identity.

## **2.2 Brand Rebranding & Identity Matrix**

Rebranding can be differentiated based on the source of change into proactive and reactive forms. Proactive rebranding is undertaken when a company internally plans an identity change to support growth, repositioning, or market expansion strategies. In contrast, reactive rebranding emerges in response to external pressures, such as changes in ownership, reputational crises, or regulatory demands. Sangroya et al. (2026) examine the development of rebranding literature and research agendas related to changes in brand identity. Ramos et al. (2024) discuss legitimacy challenges in rebranding following international acquisitions. Beise-Zee (2022) places rebranding in the context of brand equity management. Tan et al. (2023) show that corporate name changes can affect consumer responses through different marketing channels. Wertz (2023) examines the influence of visual context on consumers' initial responses to corporate identity. Therefore, a brand identity matrix can be used as an analytical tool to connect the motives for change, identity elements, and strategic consequences of rebranding.

## **2.3 International Marketing: Standardization vs. Adaptation**

In international marketing, standardization and adaptation are two approaches used by companies to manage brands across countries. Standardization refers to using relatively uniform identities, messages, and marketing strategies across international markets, whereas adaptation emphasizes adjustment to consumer characteristics, culture, regulation, and local competitive conditions. The difference between these approaches becomes relevant when companies undertake rebranding and must determine whether a new identity will be applied globally or adapted to the needs of a particular market. Tan et al. (2023) provide empirical evidence from a corporate name change in China and differences in its effects between online and offline channels. Ramos et al. (2024) discuss rebranding after international acquisitions, with attention to legitimacy challenges in emerging and developed countries. Beise-Zee (2022) places brand equity as an important consideration in identity changes. Parris and Guzmán (2023) examine the relationship among brand equity, loyalty, and brand image. Thus,

standardization and adaptation theory can be used to analyze the relationship between brand identity consistency and strategic adaptation to local environments.

## **2.4 Brand Evolutionary Theory**

Brand Evolutionary Theory explains that brands can experience changes in identity, positioning, and value as companies and business environments develop. The brand life cycle includes stages of introduction, growth, maturity, and possible revitalization or identity change when a company faces new strategic needs. In the context of companies expanding their product lines, rebranding can be used to align corporate identity with product portfolios, service ecosystems, or holding structures. Sangroya et al. (2026) examine the development of rebranding research and research agendas concerning the evolution of brand identity. Beise-Zee (2022) discusses the management of brand equity after rebranding. Parris and Guzmán (2023) explain the relationship between brand equity, loyalty, and brand image. Tan et al. (2023) provide evidence concerning corporate name changes and consumer responses. In the context of product-line expansion, brand evolution theory can be used to analyze how an old identity is retained, adapted, or transformed to support a new business direction.

## **3. ANALYSIS OF CAUSAL DIMENSIONS & PUBLIC POLICY INFLUENCES**

### **3.1 Classification of Rebranding Drivers (Multi-Country Case Studies)**

#### **a. Contract and Licensing Factors: Mako (formerly BreadTalk) and AZKO (formerly ACE Hardware)**

Rebranding triggered by changes in contracts or licensing can occur when companies need to align brand identity with ownership structures, rights to use a name, or a new business direction. In the case of Mako and BreadTalk, the identity change needs to be analyzed through official documents explaining the relationship among the trademark owner, license holder, and business operator. Research on rebranding after international acquisitions by Ramos et al. (2024) shows that corporate identity changes involve legitimacy challenges in emerging and developed countries. Beise-Zee (2022) places brand equity as an asset that needs to be maintained after an identity change. Meanwhile, the change from ACE Hardware to AZKO can be analyzed through the relationship among trademark usage rights, business structure, and the new identity strategy. Haeril and Sajili (2026) examine the effect of rebranding on brand equity and consumer preferences at ACE Hardware Indonesia. Identity changes related to contracts or

licensing also need to consider their effects on consumers, particularly brand recognition and continuity of service. Therefore, contract and licensing factors can be understood as drivers of rebranding that connect corporate decisions with brand asset management and market acceptance.

#### **b. Legal Dispute Factors: WWE vs. WWF and Geprek Benu**

Legal disputes can encourage companies to change brand identities when the use of a name or symbol potentially creates conflicts over intellectual property rights. In trademark disputes, an identity change may form part of a conflict-resolution strategy, although its causes and consequences must be supported by legal documents. The WWE and WWF case can be used to discuss how disputes over name usage affect an organization's identity strategy. In Indonesia, the Geprek Benu dispute demonstrates the importance of trademark registration and legal certainty regarding business names. Purba et al. (2023) discuss the trademark rights dispute between Geprek Benu and I Am Geprek Benu. Aspriola and Israd (2022) examine legal protection in the context of the trademark-name similarity involving Geprek Benu. Alexander (2022) explains that the first-to-file principle protects the party that registers a trademark first, subject to exceptions where bad faith is present. Therefore, legal disputes can act as drivers of rebranding when a company needs to change its identity to reduce legal risk and maintain business continuity.

#### **c. Global Synchronization Factors: Sony and Snickers**

Global synchronization is a driver of rebranding when companies seek to align brand identities across different countries. Name changes may be undertaken to build communication consistency, strengthen brand recognition, or adapt international marketing strategies. The Sony and Snickers cases can be analyzed through differences in brand-name usage across markets and the reasons companies select particular identities. In international marketing, such decisions need to consider the relationship between global standardization and local adaptation. Ramos et al. (2024) discuss legitimacy challenges in rebranding in the context of international acquisitions. Tan et al. (2023) show that corporate name changes can have different effects across online and offline marketing channels. Parris and Guzmán (2023) examine brand equity, brand image, and loyalty as important aspects of brand management. Therefore, global synchronization needs to be analyzed by considering identity consistency, local market characteristics, and the protection of brand equity.

### **3.2 Public Policies Supporting Rebranding**

#### **a. Enforcement of IP Law Based on the First-to-File System**

The first-to-file system in Indonesian trademark law provides legal certainty for the party that registers a trademark first. This mechanism is relevant to rebranding because companies need to ensure that a new identity can be used lawfully and does not infringe the rights of other parties. Alexander (2022) explains that trademark registration in Indonesia is fundamentally based on the first-to-file principle, although the principle is not absolute when bad faith is involved. Artija and Purwaningsih (2024) examine legal protection for foreign brand owners whose marks have not been used under Indonesia's first-to-file registration system. Their study emphasizes the importance of registration and legal strategies to reduce risks for brand owners in global markets. In addition, research on the protection of well-known marks indicates that international reputation does not automatically replace the need for legal protection through national registration. Therefore, the first-to-file system can support rebranding by providing certainty of trademark ownership, but its application still needs to consider good faith, protection of well-known marks, and access to dispute-resolution mechanisms.

#### **b. State Consolidation Policy for Economic Efficiency: Bank Syariah Indonesia**

Corporate consolidation through public policy can become a factor driving identity changes when several entities are merged into a single organization. In the context of Bank Syariah Indonesia, the identity change can be analyzed as part of the business-merger process and the alignment of corporate strategy. Research on rebranding in the context of international acquisitions indicates that identity changes involve legitimacy and stakeholder acceptance. Beise-Zee (2022) explains the importance of retaining brand equity during an identity change. From a public policy perspective, consolidation in the banking sector must also consider stability, governance, customer protection, and continuity of services. Therefore, an identity change following consolidation is not only a marketing decision but also relates to the management of public trust and legal certainty.

### **3.3 Public Policies that Conflict with or Restrict Rebranding**

#### **a. Local Regulatory Barriers: TKDN and Restrictions on Foreign Franchise Outlets**

Public policy can constrain rebranding strategies when companies must adapt their identities and business models to domestic requirements. In the technology industry, the Domestic Component Level (TKDN) policy can influence how global companies manage

products, supply chains, and marketing in Indonesia. Meanwhile, restrictions on foreign franchise outlets can affect companies' choices in developing distribution networks and expanding brand presence. The distinction between standardization and adaptation becomes relevant because companies need to adjust global strategies to local conditions. Ramos et al. (2024) discuss legitimacy challenges in international rebranding. Tan et al. (2023) show that corporate name changes can have different effects across marketing channels. Within this analytical framework, local regulations can be understood as external factors that influence companies' choices of identity, operational structure, and market strategy.

#### **b. The Territoriality Principle of International Trademark Law: Hungry Jack's in Australia**

The territoriality principle of trademark law indicates that trademark protection generally operates based on the jurisdiction in which a trademark is registered or protected. This principle is relevant to multinational companies seeking to maintain consistent brand identities across countries. The Hungry Jack's case in Australia can be used to analyze how differences in trademark protection and trade-name use can affect global synchronization strategies. Artija and Purwaningsih (2024) discuss legal protection for foreign trademarks under Indonesia's first-to-file system and the limitations of protection for unregistered marks. Alexander (2022) explains that Indonesia's trademark registration system protects the party that first registers a trademark, subject to exceptions for bad-faith registrations. In international marketing, differences among national legal systems may require companies to adapt their brand identities in particular countries. Therefore, the territoriality principle can be understood as a legal factor that affects the standardization of brand identities and cross-border rebranding strategies.

### **4. IMPLICATIONS FOR PRODUCT COMPETITIVENESS**

#### **4.1 Increased Competitiveness (Positive Impacts)**

##### **a. Image Renewal and Market Segmentation Expansion**

Rebranding can be used to refresh an image so that the corporate identity is more aligned with changes in consumer behavior and expectations, particularly when a company seeks greater relevance in the digital environment. Ameen et al. (2023) show that Gen Z is a consumer group highly connected to new technologies and the digital environment. Khan (2022) finds that social media marketing activities are associated with brand experience, attitudes toward the brand, and purchase intention, and that these relationships differ across consumer

generations, including Millennials. Pradhan et al. (2023) show that Gen Z responses to brands can be influenced by digital communication methods, including their tendency to accept or avoid influencers and endorsed brands. Shams et al. (2024) explain that consistent brand identity helps consumers recognize and differentiate a brand from competitive alternatives, while digital capabilities can strengthen identity formation. DelVecchio et al. (2024) also show that brand names and logos that are easier to process can increase familiarity and *self-brand connection*. Shahid et al. (2022) find that brand experience and sensory marketing stimuli can strengthen consumers' emotional attachment and loyalty. Thus, identity renewal through rebranding can broaden appeal among younger consumers, but this benefit depends on the ability of the new identity to remain recognizable, relevant, and supported by a consistent brand experience.

#### **b. Cost Efficiency and Pricing Strategy Flexibility**

In rebranding that occurs after the termination of a licensing relationship or the use of a foreign brand, a company may theoretically gain efficiency because it no longer has certain obligations attached to the licensing contract; however, actual savings must be demonstrated through the company's contractual structure and cannot be assumed solely from a name change. Meschnig et al. (2023) show that brand licensing is an interorganizational relationship that balances potential profitability against the costs and risks of brand protection. Bang et al. (2023) show that royalties are an important part of franchise contracts and, in the restaurant industry, may be associated with operational and financial support from franchisors. Kim and Kim (2022) find that trademark royalty payments can form a significant part of the relationship between brand owners and companies using those brands. Dawes (2022) shows that price levels and promotional intensity are associated with patterns of purchase loyalty, meaning that flexibility in managing the marketing mix can have consequences for purchasing behavior. Kumar and Kaushik (2022) find that perceived authenticity can increase consumer engagement, intention to use a brand, and willingness to pay a premium price. Khan (2022) also shows that digital marketing strategies can influence brand experience, attitudes, and purchase intention. Therefore, the removal of licensing costs can be viewed as a potential source of efficiency, but its effect on pricing and competitiveness should only be assessed after comparing it with the costs of developing the new brand and investing in communication during the transition period.

### c. Greater Freedom for Product Diversification

Rebranding can also provide room for companies to build a broader brand architecture when the old name is strongly associated with a particular product category. Victory et al. (2024) show that the success of *line extension* is not always high and that most new products do not automatically outperform existing products. Zhang et al. (2023) find that *product extensions* with a high level of *fit* with the parent brand can strengthen loyalty, whereas low *fit* can reduce it. Chu (2026) shows that reminders of an *ingredient brand* can improve evaluations of *brand extensions* and new products, particularly when sufficient knowledge and category *fit* exist. Murshed et al. (2023) explain that brand experience contributes to perceived quality and authenticity, which are then associated with loyalty intentions. Alvarez et al. (2023), through a systematic review, show that consumer-brand relationships can take the form of *brand love*, *brand friendship*, communities, or negative relationships, meaning that changes in brand positioning can affect the types of relationships that have been established. Sohaib and Han (2023) find that social media marketing can strengthen trust, loyalty, and *value co-creation*, which can be used when brands introduce new products to their existing customer base. Thus, rebranding can support diversification, but the new name still needs a sufficiently broad association space without eliminating the *fit* consumers need to accept *product extensions*.

## 4.2 Risks of Reduced Competitiveness (Negative Impacts)

### a. Brand Disconnection Risk

A major risk of changing a brand name is the disruption of the psychological connection between consumers and the previous brand identity. DelVecchio et al. (2024) show that the ease of processing a name and logo contributes to familiarity and *self-brand connection*, so changing these elements can become problematic when the new identity is difficult to recognize. Roy et al. (2022) show that negative brand experiences and perceptions can encourage *brand switching* and *brand avoidance*. Liao et al. (2023) find that *brand identification* and *brand disidentification* produce different consumer behaviors, including avoidance and negative communication. Honora et al. (2024) show that human-brand relationships on social media have emotional dimensions that can generate both positive and negative experiences. Wu et al. (2023) find that familiarity, social interaction, and trust are important antecedents in building consumer trust in *social shopping* environments. Alvarez et al. (2023) also show that consumer-brand relationships vary in form and intensity, meaning that identity changes can interact differently with each type of relationship. Therefore, *brand*

*disconnection* can occur when consumers are unable to connect the new name with the experiences, quality, and value previously associated with the old name.

#### **b. Increased Communication Costs and the Cost of Education**

Companies that change their names need to devote resources to informing consumers about the new identity and explaining its continuity with products they already know. DelVecchio et al. (2024) emphasize that marketing communication can be used to build consumer-brand relationships, but such communication requires investment and is not always easy to implement effectively. Khan (2022) shows that social media activities play a role in brand experience and purchase intention, making digital channels important instruments for introducing and reinforcing a new identity. Maier and Mafael (2024) show that changes in brand communication can affect consumer attention, perceptions, *word-of-mouth*, and purchase intentions. Shams et al. (2024) emphasize that message consistency is part of brand identity formation and can support recognition and purchase decisions. Sohaib and Han (2023) show that social media marketing can strengthen trust and loyalty, making digital communication a means of reducing distance between brands and consumers. Wu et al. (2023) find that familiarity and interactivity are part of the mechanism through which trust is built in social commerce. Pradhan et al. (2023) also show that Gen Z does not always respond positively to every form of marketing communication, so campaign intensity needs to be accompanied by message relevance and source credibility. Therefore, the *cost of education* in rebranding includes not only advertising costs but also the costs of rebuilding *awareness*, familiarity, understanding, and consumer trust in the new identity.

### **4.3 Strategic Framework for Risk Mitigation**

Rebranding risk-mitigation strategies should retain as many value elements recognized by consumers as possible while introducing the new identity gradually and consistently. Murshed et al. (2023) show that brand experience and perceived quality play a role in building authenticity and loyalty intentions, so the quality of the old product should be replicated during the transition phase. Shahid et al. (2022) show that strong brand experiences can build emotional attachment and loyalty, meaning that customer experience should not change drastically simply because the brand name changes. Sohaib and Han (2023) find that trust and social media marketing can encourage loyalty and *value co-creation*, meaning that social media can be used to explain the reasons for change and involve consumers in the transition process. Wu et al. (2023) highlight the importance of familiarity and interactivity in building trust in

digital environments. DelVecchio et al. (2024) show that repeated exposure to logos and ease of name processing can help build familiarity and *self-brand connection*, so retaining certain visual elements can serve as a bridge between the old and new identities. Victory et al. (2024) show that new products need to be evaluated realistically because many *line extensions* do not immediately achieve high performance; therefore, rebranding campaigns should focus not only on awareness but also on actual adoption. Chu (2026) finds that communication connecting brand elements with consumer knowledge can improve evaluations of new products, so transition campaigns need to explain the relationship among the new identity, familiar quality, and product benefits. Thus, risk mitigation can be formulated around three main principles: replicating product quality, retaining visual elements that still provide recognition value, and implementing intensive but relevant transition communication.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusion

Based on the overall discussion, *rebranding* should be understood as a strategic change process that affects various components of brand value, rather than merely replacing a name, logo, or visual identity. Suhardi et al. (2022) show that a *brand audit* can be used to identify sources of equity and a brand's level of *salience* before a company undertakes a strategic change. Desveaud et al. (2024), through a meta-analysis, show that customer loyalty is related to the *brand offer*, consumer-brand fit, brand experience, and consumer-brand bonds. Joo and Guèvremont (2024) show that perceptions of a new brand's authenticity develop through processes involving evidence, proximity, transparency, and personally relevant relationships. Pfeifer et al. (2025) also show that consumer-based brand equity is related to companies' decisions to maintain or discontinue trademark protection. Jain et al. (2024) find that product-development failure can create a penalty for the parent brand when consumers perceive the brand as a cohesive whole. Tincknell et al. (2025) show that brand managers face trade-offs in allocating resources between the parent brand and *brand extensions*. Brandes and Dölp (2025) show that digital *brand extensions* produce varying effects on performance and the parent brand.

Thus, successful *rebranding* can be explained by a company's ability to transfer value from the old identity to the new identity without severing consumers' connections with the quality, experience, and meaning that have been established. Name changes need to be placed within the legal and regulatory framework applicable in each jurisdiction because trademarks are

intellectual property assets. Research on trademark protection and management indicates that brand identity has both economic and legal consequences, meaning that identity-change decisions need to consider both dimensions. At the market level, companies also need to anticipate possible changes in *brand awareness*, perceptions, and loyalty. In other words, competitiveness after *rebranding* is determined not merely by how attractive the new name is, but by the company's ability to maintain continuity of value and communicate the change clearly to the market.

## 5.2 Recommendations for Business Practitioners

Before undertaking *rebranding*, companies should first conduct a comprehensive brand equity audit to identify which brand assets need to be retained and which elements need to be changed. Suhardi et al. (2022) show that a *brand audit* can be used to understand consumer perceptions, brand associations, experience, equity, and *brand salience*. Rajavi et al. (2023) show that *advertising spending*, price positioning, product-line length, distribution coverage, brand architecture, and market positioning are related to a brand's ability to maintain equity under different economic conditions. Song et al. (2022) show that visual elements such as logo color can influence consumer perceptions of the product variation offered by a brand. Carnevale et al. (2023) demonstrate that the brand name itself can influence consumer responses to product attributes, meaning that the selection of a new name needs to be tested before implementation. Chavadi et al. (2023) show that social media-based brand communities can strengthen *brand trust*, brand equity, and consumer responses. Sethi et al. (2024) find that trust in brand communities is related to social interaction, which in turn supports loyalty. Tan (2023) shows that customer participation and trust in online communities can increase *electronic word-of-mouth* and repurchase intention. Therefore, *rebranding* decisions should be based on audit results, testing of the new name and visual identity, local regulatory mapping, and communication planning, together with sufficient financial reserves to fund the market-education phase.

Tactically, companies can use three stages before launch. The first is audit, which involves mapping *brand awareness*, associations, loyalty, perceived quality, reputation, visual assets, and existing contracts and trademark protections. The second is regulatory mapping, which involves identifying requirements for trademark registration, licensing, business sectors, franchising, product labeling, and local provisions that may affect implementation of the new

identity. The third is financial readiness, namely setting aside a dedicated budget for communication, consumer education, packaging and visual-asset changes, digital activation, and post-rebranding monitoring. Lim and Jiang (2024) show that the quality of dialogic communication and perceptions of authenticity can build trust and loyalty through online brand-community engagement. Communication strategies should also retain certain recognizable elements of the old brand so that the transition does not sever *brand recognition*. In the digital context, customer communities can be used as feedback channels to detect confusion or resistance to the new identity at an early stage.

### **5.3 Recommendations for Business Practitioners or Policymakers**

From a policymaker perspective, the harmonization of intellectual property regulations should be directed toward creating legal certainty while preserving room for adaptation in cross-border business activities. Qian et al. (2023) find that stronger intellectual property protection environments at the regional level can be associated with increased foreign direct investment flows. Ozawa (2023) shows that the effects of international investment agreements on FDI differ according to the intensity of intellectual property use and the level of IPR protection in the host country. Castaldi (2024) explains that trademark data can reflect cross-border innovation and is relevant to multinational business activity and public policy. Lentner (2023) shows that the relationship between international investment law and intellectual property law is developing and creates intersections between investor protection and domestic policy. Choi and Chung (2023) show that IPR protection can influence the boundaries of multinational firms' activities in trade with affiliates. Wang and Zheng (2023) find that strengthening patent regimes can influence the location of subsequent innovation and increase the geographic concentration of innovative activities. Castaldi et al. (2024) also emphasize that IPR system design should consider the social and economic functions of intellectual property protection, rather than focusing only on the interests of rights holders. On the market side, such policies also need to consider changes in consumer behavior within digital ecosystems. Suhud et al. (2026a) show that digital consumer pathways can shape engagement and behavior in a tourism destination. Suhud et al. (2026b) find that publications and *electronic word-of-mouth* are associated with consumer intentions in determining visit decisions, making the flow of digital information important in shaping market responses. Suhud et al. (2024a) show that consumer engagement with social media and online shopping activities forms part of changes in consumption behavior in digital environments. Suhud et al. (2024b) find that reputation, trust, and preferences can be associated with consumer decisions, highlighting the importance of maintaining the credibility of identity in the public eye. In addition, Suhud et al. (2025) show that reputation and *storytelling* engagement can play a role in shaping consumer responses, suggesting that cross-border business regulation should also consider evolving patterns of market communication.

Based on these findings, policies can be directed toward aligning trademark administrative procedures, increasing transparency of legal information, improving interoperability among registration systems, and establishing efficient dispute-resolution mechanisms, while retaining room for states to protect the interests of domestic businesses. Harmonization does not have to mean making all national rules identical because economic needs and institutional characteristics differ across countries. Instead, harmonization can focus on procedural aspects and legal certainty so that companies have clearer guidance when using, changing, or expanding trademarks across borders. At the same time, mechanisms protecting local businesses remain necessary so that market integration does not produce unequal levels of protection. This approach is consistent with findings that the quality of IPR institutions influences international investment and innovation activities, while the strength of intellectual property protection also has consequences for the distribution of economic and innovation benefits. In this context, regulatory harmonization should also take into account changes in patterns of interaction between companies and consumers that increasingly occur through digital channels, because information, reputation, and consumer experiences can spread rapidly across markets. The five studies from the appendix indicate that digital consumer behavior, *e-WOM*, reputation, and communication-based engagement are increasingly important elements in the contemporary market environment.

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