

THE EFFECT OF REBRANDING AND BRAND SIGNATURE ON MAKO BRAND PERFORMANCE IN TANGERANG, MEDIATED BY BRAND REPUTATION

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Abstract – This study aims to identify and analyze the influence of rebranding, brand signature, and brand reputation on the performance of the Mako Cake and Bakery brand. This study uses a quantitative approach with a purposive sampling technique through a Google Forms questionnaire survey. The sample in this study was 357 Mako Cake and Bakery customers in the Tangerang area. The analysis technique used was Partial Least Square analysis using SmartPLS 3 software. The results of this study indicate that the Rebranding (X1) and Brand Reputation (M) variables have a significant positive effect on Brand Performance (Y). Conversely, Brand Signature (X2) does not have a significant effect on Brand Performance (Y). There is a significant positive indirect effect on Rebranding (X1) on Brand Performance (Y) through the mediation of Brand Reputation (M).

Keywords: Rebranding; Brand Signature; Brand Reputation; Brand Performance

INTRODUCTION

Economic growth is characterized by an increase in the production of goods and services, accompanied by a rise in demand for each product. This phenomenon drives both individuals and organizations that supply goods and services to compete with one another in selling these two types of products to consumers (Sya'idah, 2020). One way to gain an edge in this competition is to create positive connections with users as an effort to increase customer loyalty. Branding activities are a crucial aspect of managing consumers' perceptions of a company's products, especially in retail sector, where businesses interact directly with end consumers (Batara & Susilo, 2022). Brands build a company's image and distinctiveness in the eyes of consumers; therefore, it is important to develop the values they embody to provide a sustainable competitive advantage.

The food and beverage (F&B) industry is advancing and contributes significantly to Indonesia's economy. The F&B industry grew by 2.54% from 2020 to 2021 to Rp 775.1 trillion and contributed 6.61% to national Gross Domestic Product (GDP), which reached Rp 16.79 quadrillion. The Director General of Agro Industry at the Ministry of Industry, Putu Juli Ardika, stated that the food and beverage sector expanded again by 4.47% in 2023 (Sari, 2022; Yudianto, 2024). The F&B industry thus offers greater opportunities for entrepreneurs and high potential, with broad market segments and a wide consumer base.

Within this sector, cake and bakery businesses in particular attract consumer interest because they offer convenient food products—that can serve as a substitute for the staple food, rice. In addition, bread and cakes are foods often given as gifts and consumed when people gather at events. The rising demand for bakery products, supported by Indonesia's population reaching 281,603 people according to Statistics Indonesia (BPS) as of June 2024, has also been accompanied by the emergence of new start-ups in this field (Yudith Reviano et al., 2023).

Mako is a bakery brand that replaced BreadTalk in Indonesia under PT Mako Anugerah Kreasindo because the BreadTalk brand license expired as of November 2022 (Asih, 2023), and it has outperformed competing bakery brands, ranking first according to Top Brand Index data. BreadTalk is a

well-known bakery from Singapore that has opened branches across Southeast Asia to the Middle East; it was founded in 2000 by George Quek. The company was brought to Indonesia under PT Talkindo Selaksa Anugerah and is part of the Johnny Andrean Group. Meanwhile, Mako, as the replacement for BreadTalk, is an official brand of the Johnny Andrean Group, owned and managed by Johnny Andrean's daughter, Jessica Andrean. Mako adopts a concept slightly different from BreadTalk, using Japanese interior design and adding bakery types—namely Danish pastries and toast (Lestari & Meliana, 2023).

Based on Top Brand Award data in 2022, Mako Cake and Bakery—still carrying the BreadTalk identity—ranked first in Top Brand Performance in the Bakery Shop category with an index of 42.20% (Cahyaningrum & Nurtjahjadi, 2024). Then, in 2024, the brand index for Mako's bakery shop subcategory reached 28.70%, indicating a decline in brand performance after the rebranding, even after the COVID-19 pandemic had ended and economic activity had returned to normal conditions that affect brand performance, particularly because they involve connections with consumers as individuals. The Top Brand Index's assessment parameters focus on customers as the primary respondents through mind share (the brand's strength in positioning itself in customers' minds), market share (the brand's strength in the market), and commitment share (the brand's strength in driving customers to make repeat purchases in the future).

Table 1. Comparison Results of Brand Index for Retail Companies in the Bakery Shop Subcategory Throughout 2022

Toko Roti/Bakery	Top Brand Index
Bread Talk	42.20%
Holland Bakery	23.40%
Swiss Bakery	4.20%
Roti Boy	3.00%
Majestyk Bakery & Cakes	2.00%

Source: topbrand-award.com

Table 2. Comparison Results of Brand Index for Retail Companies in the Bakery Shop Subcategory Throughout 2024

Toko Roti/Bakery	Top Brand Index
MAKO Cake and Bakery (Rebranding Bread Talk)	28.70%
Holland Bakery	28.60%
Swiss Bakery	6.30%
The Harvest	5.50%
Breadlife Bakery	4.70%

Source: topbrand-award.com

In an increasingly competitive food and beverage (F&B) business environment, brand performance in this field needs to be developed to enhance competitiveness, because brands serve to express and detail the intangible emotional relationship with customers and help interpret, process, and package information related to a business (Dilah, 2024; Mustika et al., 2020). For companies to outperform their rivals, it is important to employ positioning strategies for the brand—including design, quality, and image—that differentiate it from other businesses. This aligns with Social Identity Theory proposed by Henri Tajfel and John Turner (1985), whereby groups tend to classify themselves into categories that are unique or distinct from one another. These categories can be defined through specific distinguishing characteristics.

Companies face challenges that can arise during the process of optimizing brand performance. Prior studies show that inadequate brand development and positioning, declines in product and service quality, and insufficient brand communication—which affects brand awareness and brand image—are factors that hinder the development of brand performance (Cheng & Hu, 2020). Research on the F&B sector—specifically the bottled drinking water industry—reveals that branding/rebranding is a crucial

aspect in determining brand choice and building consumer loyalty, and that these activities must be executed precisely for resources to be used effectively (Bii & Bett, 2019).

Every consumer stores various pieces of brand-related information in an associative network, which shows how a brand can form associations in the consumer's mind. The more a customer thinks about a particular feature or attribute in relation to a certain brand, the more easily that association will surface when the consumer encounters the brand again, ultimately influencing brand performance (Olsen et al., 2022). Consumers are said to be satisfied with a brand when they enjoy and feel pleased using the brand's products or services. Satisfaction with the brand will affect how brand performance unfolds, because consumers who feel proud of a particular brand are more likely to make it their primary choice and to make repeat purchases of its products or services, ultimately increasing market share (Ambarwati et al., 2024).

LITERATURE REVIEW

Brand Equity

According to D. A. Aaker (1992), building brand strength constitutes a fundamental yet intangible dimension of brand equity that significantly influences business performance and the value of brand can increase when organizations understand effective methods of its development. A brand must possess a clear identity that distinguishes it from competitors while remaining relevant to the products it represents, and firms must therefore first assess how customers perceive the brand before finalizing its identity. Consistent and integrated brand communication is essential for conveying brand values, thereby fostering strong relationships with customers who feel engaged not only with the product but also with the broader character of the corporate brand. Communication ultimately cultivates loyalty by creating meaningful and sustained connections between customers and the brand.

To accurately represent the full identity and values of a brand, selection of symbols and slogans becomes necessary, particularly in generating awareness and associations that reveal the strength of the brand's visualized personality. These symbolic components help crystallize how the brand is perceived, serving as accessible cues that communicate its essence within competitive markets. Their effectiveness contributes to the depth and durability of brand associations formed in the minds of consumers. Hence, strategic development of these elements is integral to shaping a coherent and impactful brand identity.

Brand Performance

Brand performance initially captures basic brand indicators such as brand image and brand awareness, which indicate the extent and strength of a brand's presence in consumers' minds (Iyer et al., 2019). Every consumer stores various pieces of brand-related information in an associative network, which shows how a brand can form associations in the consumer's mind. The more a customer thinks about a particular feature or attribute in relation to a certain brand, the more easily that association will surface when the consumer encounters the brand again, ultimately influencing brand performance (Olsen et al., 2022). Consumers are said to be satisfied with a brand when they enjoy and feel pleased using the brand's products or services. Satisfaction towards the brand will affect how brand performance unfolds, because consumers who feel proud of a particular brand are more likely to make it their primary choice and to make repeat purchases of its products or services, ultimately increasing market share (Ambarwati et al., 2024).

High customer satisfaction will strengthen customer loyalty as one aspect of commitment to the brand, which can indicate the extent of a brand's performance in company. Consumers' evaluations and considerations also comprise different aspects—objectively, regarding product quality, service, and price in meeting functional needs; and subjectively, regarding perceptions that give rise to and strengthen consumer-brand relationship—so the better a brand performs on both aspects, the lower the level of brand switching (Juliana et al., 2020; Santos, 2024).

Rebranding

Rebranding is a factor that influences how the brand performs since over the course of business, there are moments when a company needs to carry out rebranding to renew, improve, and sustain brand performance and the business's existence. Rebranding refers to changing the brand into a new formula

in terms of logo, symbol, and name, up to structural aspects such as the marketing system and changes in rules (Jonathan & Ayuo, 2023).

Through proper planning and implementation strategies, customer satisfaction continually increases, signaling positive views of the brand, strengthening customer loyalty, and increasing market share, thereby helping to improve brand performance. Through sound planning and implementation strategies, customer satisfaction continually increases—indicating positive perceptions of the brand, strengthening customer loyalty, and increasing market share to help enhance brand performance on an ongoing basis (Koo & Prastyani, 2024; Merrilees & Miller, 2008; Pushpalatha & Chandran, 2022; Worlu & Ahmad, 2019).

Brand Signature

In shaping consumer perception and loyalty, a brand signature is key element to convey information that represents and identifies the meaning embedded in the brand. Positive responses from consumers generated through building a brand signature contribute as driver of loyalty via profound relationship with the brand (Shiasi Arani & Shafiizadeh, 2019).

Prior research on one of Indonesia's leading coffee brands, Kopi Kenangan, indicates that a brand signature influences brand performance as the uniqueness of brand identity is reflected in the strength of brand's signature embedded in consumers' minds. This aspect is key to cultivate, strengthen, and support brand performance through each individual's cognitive schema and differentiating one brand from another (Simbolon et al., 2024).

Brand Reputation

Consistency in product or service quality, as associated with the brand name, forms brand reputation that even small errors or failures in products and services can bring changes to the brand's reputation, especially in the eyes of end users (Ahmad et al., 2022a). Brand reputation serves to indicate a brand's past achievements through set of impressions over a given period (Brand & Reith, 2022; Parris & Guzmán, 2023).

De la Sabaté and De Puente (2003) state that brand reputation is not always a catalyst or driver of changes in sales and profit; rather, it can be a consequence of improved brand performance through customer loyalty to the brand up to the level of recommendation. Even so, other studies show that brand reputation plays a significant role in increasing a business's sales through attractiveness and trust (Ryczko, 2023).

METHODS

Method

In this study, the research type used is a quantitative approach, which is a method of data collection using research instruments applied to a particular population or sample. The data analysis is statistical in nature, aiming to test the proposed hypotheses (Sugiyono, 2013). The research method employed is the survey method. A survey is a type of research that collects information regarding one or more variables drawn from members of a population or sample. The survey method applies a quantitative approach to describe phenomena by collecting numerical data based on questions and provides causal relationships between variables (Fauzy, 2019; Sihombing, 2021).

Table 3. Operationalization of Variables

Variable	Definition	Indicator	Item Code
Brand Performance (Y)	The economic outcomes expected by companies providing products or services through achieving a strong brand and showing how high the brand ranks based on consumers' objective evaluations.	1. <i>Word of Mouth</i>	BP11, BP12
		2. <i>Relative Price</i>	BP21, BP22
		3. <i>Re-purchasing</i>	BP31, BP32
		4. <i>Differentiation</i>	BP41, BP42
Rebranding (X1)	The activity of renewing, refreshing, and improving a brand, which may be caused by the lack of performance of the previous brand, poor brand image, or structural changes within the organization.	1. <i>Repositioning</i>	R11, R12
		2. <i>Renaming</i>	R21, R22
		3. <i>Redesign</i>	R31, R32
		4. <i>Relaunch</i>	R41, R42
Brand Signature (X2)	An element that represents the uniqueness and distinctive characteristics of a brand, where these traits involve conveying an original and engaging narrative or message.	1. Adaptability	BS11, BS12
		2. Visual Appeal	BS21, BS22
		3. Memorability	BS31, BS32
Brand Reputation (M)	A perception and view of a particular brand within the market that leads to the overall image formed by customers and stakeholders.	1. Brand Reliability	BR11, BR12
		2. Brand Benefits	BR21, BR22
		3. Customer Satisfaction	BR31, BR32

Population and Sample

A population is a group of individuals, subjects, or objects with certain qualities and characteristics determined or adapted by the researcher to be examined, from which conclusions are ultimately drawn based on the data (Sugiyono, 2013). The number of active customers of Mako Cake and Bakery cannot be determined in detail because the researcher does not have access to specific information that would show how many individuals consistently demonstrate loyalty to Mako Cake and Bakery. In addition, there is no system that can precisely measure the number of such customers due to the variation in each individual's purchasing frequency. Thus, the size of the customer population for Mako Cake and Bakery is not known exactly.

The minimum sample size in this study was determined using Hair's rule—the ten-times rule—which is employed to estimate sample size when the population size is unknown, with the researcher using a 5% error rate. Sample determination follows Hair's formula or the ten-times rule by summing the number of items and hypotheses and then multiplying by ten. The required sample size for this study is $(8 + 8 + 6 + 6 + 4) \times 10 = 320$ respondents (Memon et al., 2020).

Data Collection and Analysis

The data in this study were collected through an online questionnaire created using Google Forms, which was then distributed to individuals meeting the established sampling criteria. The responses from the questionnaire were measured using a Likert scale ranging from 1 to 5, serving as a reference for assessing the strength or weakness of participants' opinions regarding each item. The data analysis technique employed was Partial Least Squares Structural Equation Modeling (PLS-SEM), which was processed using SmartPLS 3 software.

Results and Discussion

This study successfully collected data from 357 respondents who had purchased from Mako Cake and Bakery within the past six months, with a minimum of 1–3 transactions, and who reside in the Tangerang area. The composition of respondents by gender shows a dominance of females, totaling 224 individuals (62.7%), while males accounted for 133 (37.3%). This aligns with the general tendency and preference of women to enjoy a wider variety of sweet foods. In terms of age, most respondents were between 21–25 years old (63.9%), followed by those aged 15–20 years (24.9%) and 26–30 years (8.1%). Additionally, respondents aged 31–35 years (2%) and 36–41 years (1.1%) were also represented, indicating that the young adult age group predominated in this study's sample. Data were collected through online questionnaires distributed across three cities/regencies in the Tangerang region. The largest proportion of responses came from Tangerang City (57.1%), followed by South Tangerang City (24.4%), and Tangerang Regency (18.5%). This distribution supports the diversity and representativeness of data across the region. All data were analyzed using the SmartPLS (Partial Least

Squares) software, which enables comprehensive testing of the structural model, including assessments of validity, reliability, and causal relationships among variables. This ensures the accuracy and robustness of the results in depicting the dynamics of brand performance, rebranding, brand signature, and brand reputation.

Table 4. Population Composition

Demographic Information	Composition	Amount	Percentage (%)
Total Respondents		357	100,00%
Gender	Male	224	62,7%
	Female	113	37,3%
Age	15-20	89	24,9%
	21-25	227	63,9%
	26-30	30	8,1%
	31-35	7	2%
	36-41	4	1,1%
Domicile	Tangerang City	205	57,1%
	South Tangerang City	86	24,4%
	Tangerang Regency	66	18,5%

Evaluation of the Outer Model

To ensure that the instruments used in this study are valid, reliable, and free from multicollinearity, the outer model was evaluated. Based on the results, each indicator demonstrated a factor loading value greater than 0.7, indicating that these indicators have a significant influence on their respective latent variables. Furthermore, the Average Variance Extracted (AVE) values were greater than 0.5, confirming that the convergent validity test was successful. This finding implies that each variable can adequately explain the variance of its indicators.

The reliability test also showed that the research instrument possesses a high level of internal consistency, as both the Composite Reliability and Cronbach's Alpha values exceeded 0.7. Therefore, the results of the outer model evaluation indicate that the model used in this study meets the requirements of validity and reliability.

The analysis of the outer model was conducted to verify the appropriateness (reliability and validity) of the measurement applied. The structural model employed in the Partial Least Squares (PLS) testing using SmartPLS 3 software is as follows:

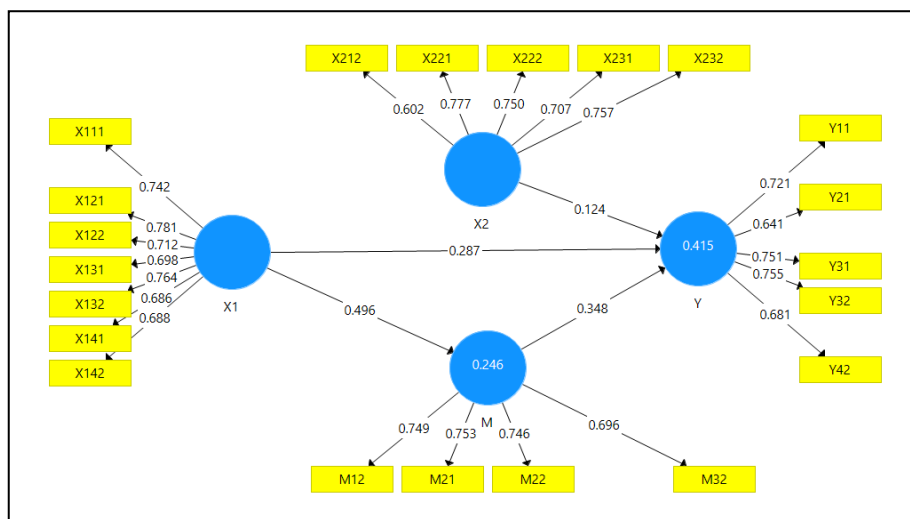


Figure 1. Path Analysis Model

A. Validity Test

The purpose of the validity test is to verify the validity of the study by ensuring the reliability of the data used. The software utilized for this testing, SmartPLS 3.0, divides the process into two types of tests: discriminant validity and convergent validity. The explanations of these tests are provided below

1. Convergent Validity Test

According to Chinyamurindi, individual indicators with correlation values above 0.7 are considered reliable, and convergent validity is fully confirmed when each variable has an Average Variance Extracted (AVE) value greater than 0.5. However, if a variable falls within the range of 0.5–0.6, it is still considered acceptable, as stated by Chin (1998) cited in Ghazali & Latan (2015).

Table 5. Results of Loading Factor Test

Item	Brand Reputation (M)	Rebranding (X1)	Brand Signature (X2)	Brand Performance (Y)	Status
M12	0,749				Valid
M21	0,753				Valid
M22	0,746				Valid
M32	0,696				Valid
X111		0,742			Valid
X121		0,781			Valid
X122		0,712			Valid
X131		0,698			Valid
X132		0,764			Valid
X141		0,686			Valid
X142		0,688			Valid
X212			0,602		Valid
X221			0,777		Valid
X222			0,750		Valid
X231			0,707		Valid
X232			0,757		Valid
Y11				0,721	Valid
Y21				0,641	Valid
Y31				0,751	Valid
Y32				0,755	Valid
Y42				0,681	Valid

Based on the analysis results, all indicators have outer loading values greater than 0.633, indicating a high or strong correlation between the indicators and their corresponding latent variables.

Table 2. Results of Average Variance Extracted (AVE) Test

Variable	AVE Values	Status
Brand Reputation (M)	0,542	Valid
Rebranding (X1)	0,526	Valid
Brand Signature (X2)	0,521	Valid
Kinerja Merek (Y)	0,505	Valid

Based on the analysis results, all indicators have AVE values greater than 0.5, indicating that the constructs are able to explain 50% or more of the variance of the items.

2. Discriminant Validity Test

The purpose of the discriminant validity test is to ensure that each construct has a stronger relationship with its own indicators than with indicators of other constructs. The measures used for this assessment include cross loading, the Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio (HTMT).

The methods for testing discriminant validity with reflective indicators are as follows:

- 1) The cross-loading correlation value of each variable must be greater than its loading value on other constructs.
- 2) Compare the Fornell-Larcker Criterion values for each construct in the model. Discriminant validity is considered satisfactory when the Fornell-Larcker correlation value of a construct is higher than its correlation with other constructs.
- 3) An HTMT value below 0.8 indicates good discriminant validity between two constructs in the model.

Table 6. Results of Cross Loading Test

Item	Brand Reputation (M)	Rebranding (X1)	Brand Signature (X2)	Brand Performance (Y)	Status
M12	0,749	0,374	0,414	0,433	Valid
M21	0,753	0,358	0,419	0,409	Valid
M22	0,746	0,362	0,458	0,428	Valid
M32	0,696	0,366	0,447	0,388	Valid
X111	0,393	0,742	0,489	0,401	Valid
X121	0,334	0,781	0,420	0,351	Valid
X122	0,285	0,712	0,430	0,352	Valid
X131	0,304	0,698	0,469	0,342	Valid
X132	0,377	0,764	0,545	0,437	Valid
X141	0,393	0,686	0,462	0,427	Valid
X142	0,399	0,688	0,475	0,406	Valid
X212	0,436	0,353	0,602	0,310	Valid
X221	0,457	0,487	0,777	0,412	Valid
X222	0,415	0,454	0,750	0,337	Valid
X231	0,370	0,568	0,707	0,363	Valid
X232	0,450	0,479	0,757	0,422	Valid
Y11	0,376	0,353	0,366	0,721	Valid
Y21	0,309	0,312	0,293	0,641	Valid
Y31	0,420	0,373	0,402	0,751	Valid
Y32	0,467	0,386	0,351	0,755	Valid
Y42	0,410	0,475	0,408	0,681	Valid

Based on the analysis results, the cross-loading values of each indicator for a latent variable are higher than their loadings on other latent variables. This indicates that all latent variables possess good discriminant validity compared to the indicators of other variables.

Table 7. Results of Fornell-Larcker Criterion Test

Variable	Brand Reputation (M)	Rebranding (X1)	Brand Signature (X2)	Brand Performance (Y)	Status
M	0,736				Valid
X1	0,496	0,725			Valid

Variable	Brand Reputation (M)	Rebranding (X1)	Brand Signature (X2)	Brand Performance (Y)	Status
X2	0,589	0,652	0,721		Valid
Y	0,564	0,541	0,516	0,711	Valid

The analysis results show that the square root of the AVE value for each construct is higher than the correlations between that construct and other latent variables. This indicates that the research variables possess discriminant validity and do not overlap with one another.

Table 8. Results of Heterotrait-Monotrait Ratio (HTMT) Test

Variable	Brand Reputation (M)	Rebranding (X1)	Brand Signature (X2)	Brand Performance (Y)	Status
M					
X1	0,626				Valid
X2	0,797	0,800			Valid
Y	0,756	0,660	0,667		Valid

According to the results of the Heterotrait-Monotrait Ratio (HTMT) test, the latent variables are considered valid as they meet the standard of being below 0.8, indicating that the correlations among the constructs are distinct and demonstrate good discriminant validity.

B. Reliability Test

The reliability test was conducted to ensure consistency among the indicators measuring each construct. In this study, the values of Cronbach's Alpha and Composite Reliability were used, with both required to exceed 0.7 to indicate acceptable reliability.

Table 9. Results of Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Status
Brand Reputation (M)	0,718	0,826	Reliabel
Rebranding (X1)	0,850	0,886	Reliable
Brand Signature (X2)	0,768	0,843	Reliable
Brand Performance (Y)	0,755	0,836	Reliable

C. Structural Model Test (Inner Model)

1. Collinearity Test

The collinearity test is used to assess whether multicollinearity problems exist among variables within the model. The parameter used is the Variance Inflation Factor (VIF), where an acceptable value is less than 3, indicating that there are no significant collinearity issues between the variables.

Table 10. Results of Colinearity

Variable	Brand Reputation (M)	Brand Performance (Y)	Description
Brand Reputation (M)		1,585	Non-collinearity
Rebranding (X1)	1,000	1,801	Non-collinearity
Brand Signature (X2)		2,081	Non-collinearity

2. R-squared (R^2)

The structural model, or inner model, is used to evaluate the estimated results of path coefficients and their level of significance by employing the R-squared (R^2) value. This measure assesses the extent to which changes in the dependent variable can be explained by the independent variables. According to Chin (1998), an R^2 value of 0.19 is considered weak, 0.33 is moderate, and 0.75 is strong.

Table 11. Results of R-squared (R^2) Test

Variable	R Square Adjusted	Description
Brand Reputation (M)	0,244	Weak
Brand Performance (Y)	0,410	Moderate

Based on the test results above, the Brand Performance (Y) variable can be explained by the independent and mediating variables used in this study by 41.0%, while the independent variables can explain the mediating variable by 24.4%.

3. F-squared (F^2)

This parameter is used to determine the effect size, or the magnitude of a construct's influence, by observing the change in the R-squared value when a specific predictor construct is removed from the research model. The F-squared test thus assesses the extent of the substantive impact of each construct. According to F. Hair Jr. et al. (2014), an F^2 value of 0.02 indicates a weak effect, 0.15 indicates a moderate effect, and 0.35 indicates a strong effect.

Table 12. Results of F-squared (F^2) Test

Variable	M	Description	Y	Description
Brand Reputation (M)			0,131	Moderate
Rebranding (X1)	0,326	Strong	0,078	Moderate
Brand Signature (X2)			0,013	Weak

4. Q-squared (Q^2)

The construct cross-validated redundancy approach is used to assess the predictive relevance or long-term fit of a model. According to Ghazali (2021), a Q^2 value of 0.02 indicates a weak predictive relevance, a value of 0.15 indicates a moderate level, and a value of 0.35 indicates a strong level of predictive relevance.

Table 10. Results of Q-squared (Q^2) Test

Variable	Q^2 Value	Description
Brand Reputation (M)	0,130	Weak
Brand Performance (Y)	0,200	Moderate

D. SRMR (Standardized Root Mean Square Residual)

The standard threshold used for SRMR indicates that the model fit is considered acceptable when the SRMR value is less than 0.1 (Ghozali, 2021).

Tabel 11. Results of SRMR (Standardized Root Mean Square Residual) Test

Model Fit	Estimated Model
SRMR	0,082

E. Hypothesis Testing

T-Test (Path Analysis)

In this study, hypothesis testing was conducted using partial testing based on the T-Statistic value. The alternative hypothesis is accepted when the T-Statistic value exceeds 1.96 (Ghozali, 2021). The P-value is used to measure the level of significance of the hypothesis.

In this research, the applied confidence level is 0.05 (5%). If the P-value < 0.05, it indicates a significant influence of the independent variable on the dependent variable. Conversely, if the P-value > 0.05, the hypothesis is considered not significant.

Table 12. Results of T-Statistic Test

Hypothesis	Original Sample (O)	T-Statistic Value	P-Value	Result
Brand Reputation (M) → Brand Performance (Y)	0,496	8,006	0,000	Accepted
Rebranding (X1) → Brand Reputation (M)	0,348	5,116	0,000	Accepted
Rebranding (X1) → Brand Performance (Y)	0,287	4,648	0,000	Accepted
Brand Signature (X2) → Brand Performance (Y)	0,124	1,854	0,068	Rejected
Rebranding (X1) → Brand Reputation (M) → Brand Performance (Y)	0,173	5,127	0,000	Accepted

DISCUSSION

Brand Reputation on Brand Performance

Brand reputation was found to have a significant positive effect on brand performance, indicating that MAKO is capable of understanding the factors that weaken or strengthen its brand presence by being responsive in providing solutions and adaptive to both internal and external company changes, especially in addressing the diverse needs of consumers. Thus, MAKO can ensure that consumers receive value for the cost and time they spend purchasing MAKO products, creating an emotional sense of satisfaction toward the brand.

Consumers who are satisfied with the brand are likely to respond positively through recommendations, repeat purchases, and prioritizing the brand over competitors offering similar products. This finding aligns with the studies conducted by Mmasi & Mwaifyusi (2022) and Saksono & Yuliana (2024), which showed that the higher the reputation built by a brand, the better its performance. This improvement is driven by customer satisfaction with the brand, which fosters loyalty, encourages repeat purchases, and helps companies remain competitive in an increasingly challenging business environment. This demonstrates the importance for brands to manage their business presence and relationships with consumers, as these directly influence how a brand is perceived in the market.

Rebranding on Brand Reputation

Rebranding in this study was found to have a significant positive effect on brand reputation, where the changes made by MAKO in terms of its name, logo, store concept, and other elements served as strategic steps to rebuild and sustain the business after the previous license had ended. MAKO's ability to establish a new branding identity that is effectively communicated—along with products that meet consumer expectations and reliability—has contributed to enhancing customer satisfaction. A well-established emotional connection ultimately strengthens positive perceptions of the brand in the market.

These findings are consistent with the results of the study conducted by Roslizawati Ahmad (2022), which found that rebranding helps organizations or companies enhance their business image in the eyes of consumers. Changes in name and visual identity are considered effective strategies for improvement, especially when a business has previously faced negative circumstances. Rebranding is thus viewed as a strategic step to strengthen overall brand reputation and positively influence consumer perceptions.

Rebranding on Brand Performance

In relation to brand performance, rebranding has a positive and significant influence on how the brand operates from the consumer's perspective. The process of changing brand identity, adjusting to different needs, and maintaining internal and external communication after rebranding has been effectively managed by MAKO to sustain its business operations. This creates a growing emotional bond with consumers, as MAKO is perceived as a brand that continues to innovate despite changes in its name, logo, and store concept. The positive relationship established between the brand and consumers encourages customers to share their experiences or testimonials with others and to make repeat purchases of the brand's products.

Studies by Koo & Prastyani (2024) and Nova (2022) also indicate that organizational changes influence how customers perceive and interact with a brand. Therefore, a business must determine relevant rebranding strategies that allow the brand to adapt to evolving trends and business developments over time so that previously established consumer perceptions are maintained even after structural or visual changes. If a brand succeeds in capturing consumer attention and satisfaction through rebranding, its performance in business-to-consumer interactions can also improve positively.

Brand Signature on Brand Performance

Brand Signature was found to have no significant influence on brand performance. The distinctive features of MAKO, such as its logo and visual elements, are not sufficient to alter how the brand performs; rather, performance is driven by the utility or benefits the brand provides to consumers—particularly for MAKO as food brand. Additionally, the results indicate that the uniqueness that helps consumers recall the brand does not necessarily translate into improved brand performance. This suggests that even though a brand may be memorable, it does not automatically encourage consumers to interact with it.

A brand's adaptation to market trends as a means of fostering consumer familiarity through its unique characteristics also requires supporting elements, such as product quality and consistent brand communication, to ensure these distinctive features become added value that enhances brand performance. According to research by Akbari et al. (2020), there is no direct significant effect of brand signature on brand performance. This is because a mediating variable is needed to establish a relationship between the two. Consumers do not focus solely on brand distinctiveness when deciding to purchase a product or service but also consider supporting factors such as price, size, and other technical reasons.

Rebranding on Brand Performance through Brand Reputation

Brands that undergo changes in name, color, and visual aspects—as MAKO has done—significantly affect brand reputation, which in turn positively influences brand performance from the consumer's perspective. Rebranding efforts should therefore focus on rebuilding or strengthening a positive brand reputation, as an enhanced reputation fosters consumer loyalty toward the brand—one of the key dimensions of brand performance. A strong brand reputation reflects the brand's values, providing satisfaction and benefits to consumers while shaping a positive perception.

This statement aligns with the findings of Ahmad et al. (2022), who emphasize that rebranding requires a driving factor to improve brand performance—namely, brand reputation. When a brand successfully builds a solid reputation, it reflects that the rebranding process has been effective, leading to improved performance and long-term business sustainability.

CONCLUSION

Based on the research findings, it can be concluded that brand reputation has a positive and significant influence on the brand performance of Mako Cake and Bakery in offline platforms. A well-established brand reputation creates positive perceptions that drive improvements in both objective and subjective evaluations of the brand—such as how consumers perceive the brand and the profitability it can generate. Brand reputation is positively and significantly influenced by rebranding, through changes such as logo, name, and other visual aspects that redefine the business identity. When rebranding successfully enhances a company's presence, the resulting brand reputation also increases.

Furthermore, rebranding positively and significantly affects brand performance, as the changes made by the brand do not only involve visual or identity transformations but also updates to the company's vision, mission, and business strategies. These adjustments align with consumer needs and expectations when interacting with the brand—an essential aspect in determining how well the brand performs by increasing consumer appeal and strengthening customer loyalty. Conversely, brand signature was found to have no significant effect on brand performance, as consumers require additional factors that can mediate the relationship between the two variables. Consumers tend to value functional aspects and tangible benefits beyond visual distinctiveness when forming loyalty toward a brand.

An indirect relationship is also identified in this study through the mediating variable brand reputation, which strengthens the influence of rebranding on brand performance. The changes made by the company not only alter the brand's identity but also reshape its underlying values, creating a new positioning in consumers' minds and enhancing positive perceptions of brand reputation. When

consumers observe consistency and commitment from the company in maintaining relevance after rebranding, a well-established brand reputation emerges—ultimately fostering brand loyalty as a key indicator of brand performance. Consumers feel emotionally connected through the brand's reliability, benefits, and the satisfaction they experience.

This study is expected to provide insight into the importance of effective brand management, particularly in the areas of rebranding, brand signature, and brand reputation, as essential components for strengthening brand performance and fostering overall customer loyalty through optimal strategies applied by Food and Beverage retail businesses in an increasingly competitive environment. Furthermore, the study aims to assist the management of Mako Cake and Bakery in evaluating the effectiveness of their brand management practices following the rebranding initiative. It also offers recommendations for refining, optimizing, and enhancing brand strategies to achieve stronger brand performance and support long-term business sustainability.

The delimitation of the study serves to confine the scope of investigation so that the issues examined do not expand into unrelated aspects but remain aligned with the literature and methodology specified. Accordingly, these boundaries guide the research in accordance with its objectives and intended outcomes, particularly by focusing on rebranding, brand signature, brand reputation, their influences on the brand performance of Mako Cake and Bakery within the Food and Beverages retail sector in Tangerang Regency, Indonesia. The research also concentrates on determining whether brand performance improves or declines following the company's efforts in rebranding, establishing a brand signature, and developing brand reputation, with the study population consisting of consumers in Tangerang Regency and data collected through a quantitative approach using an online questionnaire via Google Forms. These parameters define the variables examined—namely rebranding, brand signature, brand reputation, and brand performance—and ensure that the investigation remains methodologically coherent and geographically specific.

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