

## Investigating the impact of corporate rebranding on customer satisfaction: Empirical evidence from the beverage industry



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### ABSTRACT

Rebranding is an important strategy to improve customer satisfaction and confidence with an addition to an extensive business volume. This paper aims to investigate the impact of corporate rebranding on customer satisfaction in the selected study area. The objective was to attain a good understanding of customer satisfaction after rebranding. This paper develops a corporate rebranding framework in the context of the beverage industry. A practical case study in the beverage sector is piloted to check the practicability of the suggested methodology. This study sets out to recognize the impact of corporate rebranding (name, logo, slogan, color, and packaging) on customer satisfaction. Therefore, the study was conducted in three major cities of Pakistan namely Faisalabad, Lahore and Islamabad. A comprehensive well-structured questionnaire was used in the study area and data were collected from 300 conveniently selected customers. The results were analyzed through factor and regression analysis using SPSS software with five points Likert scale. The findings demonstrate that five dimensions of corporate rebranding positively effect on customer satisfaction. Furthermore, the results of this research suggest that companies should examine the impact of corporate rebranding first then enhance sustainable customer satisfaction. This study set the benchmark in corporate journals and differs from other studies with the inclusion of five variables at the same time which are Slogan, Logo, Name, Color and Packaging. This research facilitates those companies which fail to satisfy their customers. Adoption of rebranding strategies can reenergize the industries and set a strategic tool to satisfy their customers. Finally, the effectiveness of the proposed framework has been discussed by identifying the challenges faced by the beverage industries and suggests managerial implications for the industry.

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### 1. Introduction

Corporate brands represent the ownership, symbols affiliated with value, image boosting tools, and means by which to build singular personalities, and a channel by which satisfying experiences customer. Nowadays, companies altering their brand names, logo, slogan, color and packaging are regularly described in the business journalists but

this miracle has as yet received little educational attention. Some corporates change their only logo or slogan and some companies change their color or name when need. A corporate sort is the visual, verbal along with behavioral articulation of an organization's only one of its kind subject model (Abratt and Kleyn, 2012). The term "rebrand" is invent of two known words re and brand. Re mean "again" or "Anew", implying that effect is done at more than one time. An old definition of brand is a term, name, design and symbol or a mixture of them studied to recognize products or services of single seller or a set of sellers and to discriminate them from those of challengers. A feasible description of rebranding is an invent of new product name, term, brand symbol, product design or a mixture of them for a creating brand with the objectives creating a

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new value in the market prospective (Muzellec, 2006).

Rebranding has become wide extensive all over the world though it challenges and standard marketing practice. Reshape or changing some or whole of an organization's brand elements defies normal marketing practice which is sustaining the brand stability. With quickly build and changing in the customer behavior, the need for defining rebranding plans comprehensively. It gave an organization a competitive edge as well. Important parts of the brand are rebranding in an attempt to reshape the brand as a completely. Usually, the logo, packaging, along with property are altered or else improved when a corporate rebrand. These are considering important factors which affect the company brand. Brand equity and customer satisfaction, major of your brand, rebranding and repositioning is damage your brand equity and customer desire (Stuart, 2003).

The inevitably prevalent routine with regards to item rebranding expels one brand name (the underlying brand name) and replaces that name with another (substitution mark name) for an item, regardless of whether a decent or administration but rebranding has two empirical study the first one is co-branding it is not a necessary when effecting a changeover. The second one is recognizing the attributes the substitution mark name ought to need to make it more satisfactory to buyers close fit with the item, more grounded mark value than the underlying brand name. Rebranding is completely generating new snapshot and value in customer's mind and creating a latest name, logo, slogan, design, color, and tagline to maintain brand image and customer loyalty. Rebranding is a very important strategy to be successful and gain the values of brand. Marketers examine rebranding as a successful way to reenergize the obsolete brand and examining rebranding is the solution to face market and corporate challenges to overcome (Petburikul, 2009).

Current rebranding can take diverse structures and should not exclusively be constrained to the difference in a name. At the point when buyer observations, demeanors and practices are changed because of an adjustment in a brand that prompts a positive market development, rebranding could be said to have occurred. The extent of such changes could be as minor as slight changes to the organization's illustrations and logo or as major as an all-out name change. Changing any of the visual brand components like logo and color can essentially be named as rebranding. This should be possible through publicizing, bundling plan, corporate stationery and writing, staff regalia, uniform of vehicles or the corporate character and trademark. By propelling different advertising projects, for example, incorporated showcasing interchanges, advertisers plan to make new brand affiliations and incite customers "purchase expectations (Singh et al., 2012).

### 1.1. Renaming brand

The name of an organization is the primary ways by which it communicates to its stakeholders and customers. The name is the riskiest of all corporate rebranding strategies. In a corporate rebranding exercise, there is the need to be a well-spoken idea on the necessity of the name transpiration and the results expected on such changes. The selection of a suitable corporate trademark name is one of the major marketing decisions that an organization has to take and it is usually the centerpiece of branding an entity. The trademark name is the vise of trademark probity hence a transpiration in name as part of a corporate rebranding exercise will wipe out the positive mental images that the trademark stimulates. The new name should reflect either the corporate personality or the company's mission. Corporate name transpiration is a difficult, plush and time-consuming process and should not be undertaken unless the expected benefits exceed the costs (Muzellec and Lambkin, 2006).

### 1.2. Redesigning logo

The logo is a vital trademark element and it serves as a way of identification and mark of quality for logos to be constructive they must unmistakably be linked to the organization and what it represents. Logos play a hair-trigger role in trademark towers considering they serve as visual representation of the brands meaning. Literature on corporate trademark elements outline the benefits of promoting an unambiguous corporate logo to include: positive corporate image and reputation, familiarity and recognize worthiness of the corporate trademark today's merchant environment has wilt increasingly visually oriented; hence the corporate logo is a language that communicates to consumers self-sustaining of verbal information. Huge sums of money are spent on designing favorable logos for businesses considering they are regarded as valuable visitor resources which reflect the organizations identity and molds the corporate trademark image in a positive way (Foroudi et al., 2014).

### 1.3. Reshaping color

Color seems to be the most widely used element in trademark identity. Color is sometimes referred to as the silent salesperson as it exerts a persuasive influence at the subconscious level Color plays a major role in recognition and recall and it is used to elicit variegated emotional responses. Color plays a role in imparting information, creating lasting identity and suggesting imagery and symbolic value. Changing the color of a trademark during a corporate rebranding exercise affects trademark recognition and recall as well as trademark image (Hynes, 2009).

#### 1.4. Rephrasing slogan

Slogans reflect the positioning strategy of a corporate trademark. Consumers expect slogans to withstand the responsibility of delivering the trademark probity to the extent that "slogan equity" is ripened over time. Slogan is a short phrase that transfers descriptive or persuasive information of the brand. An outstanding slogan can require an organization a positive image however a bad one definitely undermines a visitor. A slogan can capture the essence of a trademark and wilt a vital part of the probity of the brand. Slogan transpiration can be washed-up commonly with less risk unless the new one produced is not meaningful (Stuart, 2003).

#### 1.5. Customer satisfaction

Customer satisfaction is taken into account as key calculate selecting affiliation's accomplishment the current targeted business focus. Knowing the extent of customer certainty will empower a relationship to review the viability of its activities, to line future targets, and take basic exercises to stay up or increase it. In coherent written work emptor responsibility is often evaluated associated examined as an antecedent of client dedication; moreover, to live satisfaction, its determinants (factors moving shopper dependability) should be surveyed (Ferreira et al., 2010).

One of the key ideologies on company authority is for the company to be innovative and honest, for any evolution to property, improvement provides new methods in which of doing things, together with profitable responses to sustainability. Fairness and social bias relations in with the customer act in company to be clear and honest in its trade with customers. Management ought to issue trademark consequences and therefore the effects the new changes can wear customers once considering rebranding (Jo Hatch and Schultz, 2003). Rebrand beverage industries used the color and logo. The color and logo are the important part of brand, and strategies to modification the corporate name. This strategic resolution will positively need extra industrial resources mainly business resource to transfer the new name. It is obvious that the implementation will be costly given the expanse spent in presenting the new color, logo, name and slogan. The issue that arises in beverage industries is big, why then thinks of rebranding by fluctuating the name, color, logo (Gotsi et al., 2008).

The lack of the empirical research on the beverage industry in the Pakistan made this study a valuable contribution in the literature and provided a chance to understand the Pakistani consumer satisfaction phenomenon through experimental research approach. Nowadays, rebranding strategies and redesigning the products are considering critical component in Fast-moving consumer goods (FMCG) or consumer packaged goods (CPG). The consumer packaged goods are products that are sold quickly and at relatively low cost. Although there is very

little research conducted on this topic but this research definitely bridged the gap in the beverage sector of Pakistan.

The objectives of this were as follows: 1) to examine the impact of corporate rebranding exercise on customer satisfaction, 2) to identify the corporate rebranding challenges faced by the beverage industries and to analyze the rebranding a local market and 3) to suggest recommendations to promote customer satisfaction in study area.

The remainder of this research work is divided as follows. Taking the introduction part which discusses the importance of corporate rebranding, in Section 2, the review of literature is explained. The development of a conceptual framework for investigating the impact of corporate rebranding on customer satisfaction can be described in Section 3. In Section 4, a practical case study along factor analysis is given to demonstrate the feasibility of the proposed framework. Finally, the conclusions and recommendations are provided.

## 2. Review of literature

Lomax et al. (2002) inspected the seven UK based associations that have remarked in the previous five years. Corporate re-branding has seen broad movement as of late, with numerous associations regarding a name change as an essential to picture change. Depth interviews conducted with senior chiefs caught their encounters of re-name. The point is to see better the intricate and occasional procedure of re-naming, keeping in mind the end goal to help other people undertaking a re-naming process. A standardizing approach is tried against the truth of the procedure. Key issue zones are identified for chiefs re-marking their associations.

Merrilees and Miller (2008) measured that rebranding may be universal clinched alongside marking act. Corporate rebranding, to its a number facets from claiming mark renewal, refreshment, makeover, reinvention, renaming Also repositioning, dominates showcasing profession magazines. The purpose of model was complete through the enlargement of six main beliefs plus by means of rationale research. The philosophy was illustrated into the situation of a Canadian leather wares trader which has implemented main corporate rebranding strategies. Each and every one six morality were supported indicating the requisite used for sustaining the core values in addition to the brand concerning the untaken variety by the revised brand.

Ing (2012) presented that in business squeeze a time detailed procedure of rebranding was corporate rebranding, which confront with basic advertising hypothesis and standards. Despite of the fact that higher expenses and uncertain results were common, research on the effects of this technique on the customer's attitude was rare. The research was presented, based on utilizing the effect of 138 useable questionnaires. SPSS software was used for data collection. These studies were based on finding the customer's attitude before and after rebranding

of the company and cross checking the product by placing it in two different categories.

Zahid and Raja (2014) investigated that rebranding can be fruitful or responsive. Proactive rebranding arises when organizations want to bright future occasions flexible growth while reactive rebranding occurs in reaction to an event. The researcher was selected the rebranding, repositioning and brand loyalty as a variable. The research was conducted in Pakistan. Data was collected through questionnaire from 225 to 250 Respondents. Analysis done by the SPSS correlation and regression used to analyze the directions variable. 5-point Likert scale used to measuring the impact.

Sunder et al. (2016) studied that the destinations of this paper are to develop the current hypothesis of re-marking by breaking down the reasons, drivers, and empowering agents of rebranding in Islamic money related administrations association. The data relating to Noor bank trusted generally on secondary sources – bank website, publicly accessible financial statements, high-ranking management press interview reports, and other online bases since exclusive and sound information relating to the bank rebranding strategy is not easily forthcoming. The examination of important hypothetical and experimental investigations on re-marking empowered the reflection on the significant components, encouraging variables and synergistic linkages in a particular association encounter. An examination of re-marking existing investigations empowered the extraction of recommendations, which could be utilized as a part of future Islamic budgetary administrations re-marking research. This examination opens up another line of research into the re-marking wonder and, notwithstanding the subject having been some way or another broke down in reasonable and experimental terms, re-marking in Islamic budgetary administrations associations stays unexplored.

Miller et al. (2014) investigated in the field of corporate rebranding, which was a developing zone of research, the writing comprised to a great extent of clear contextual analyses that were scattered crosswise over various settings. These investigations took unique hypothetical points of view that frequently advised as it were parts of rebranding, leaving scientists and chiefs without an exhaustive comprehension of the corporate rebranding process. In receiving a comprehensive hypothesis of corporate rebranding to compose an audit of the writing, this examination expected to introduce a coordinated audit of the significant empowering agents and obstructions to corporate rebranding, with uncommon thoughtfulness regarding logical elements. Through an examined of 76 cases in 61 articles, the paper contributed another general model of corporate rebranding.

AlShebil (2007) focused on an exact type of rebranding logo, slogan changed. The goal was to show signs of improvement comprehension of customer view of logo alterations by exploring what

goes ahead in the customer's attention when presented to a brand logo modification as far as "adapting" with change. After a broad subjective examination, a model was created that centered on how presentation to a logo change puts the customer into an adapting procedure through articulations of interest on the way to the logo change. In this model, two components were proposed to oversee the adapting procedures of rebranding the image of logo change, and the valence of logo change. The model was precious the brand assertiveness after the logo variation. The results sustained 13 of 16 propositions associated to the planned model. In sum, the study has made a valued involvement to the scholarly thoughtful of coping as a dynamic procedure of customer reaction to logo changes.

Nyambane and Ezekiel (2014) investigated the Kenya Power and Lighting Company rebranded to Kenya Power. The rebranding exercise was entailed change, corporate color and logo. In this investigation, scholastic information was upgraded with the assistance of a contextual analysis. Accordingly, this examination proposes another definition for corporate re-marking and displays an observational grounded structure for understanding corporate re-marking and its effect on client unwavering. This study was used to investigation research project with a sample size of 234 customers of Kenya Power. The data for the study was collected using administrated questionnaires which were organized in both open and closed ended questions. The analysis of data was conducted using SPSS statically software. From the discoveries of the investigation, the administration nature of Kenya Power had enhanced since rebranding. The investigation additionally settled that rebranding had respectably enhanced the organization image. Discoveries of this examination were viewed as noteworthy in upgrading methodologies towards successful usage of rebranding exercise among corporate associations. The investigation likewise tried to add information to the upgrading writing on rebranding and feature the connection between rebranding and customer conviction.

Opuni et al. (2013) examined the rebranding was turned into an essential key tools for organizations needing to prevail in this ever-aggressive business world utilizing the standards of rebranding. Three businesses in Ghana 1) Ghana Commercial Bank, 2) Ghana Oil Co. Ltd, and 3) Vodafone Ghana were used to establish how rebranding of these organizations was done using the ethics in their effort to rebrand themselves and to stay related. Methodology secondary research mostly on literature nearby rebranding, official sites of the associations under investigation has additionally been utilized broadly. Discoveries after an essential relative examination, two firms (Ghana Commercial Bank and VODAFONE) appear to utilize the initial three standards and procuring from them as gave. This was demonstrated that rebranding ought not to be done in a vacuum but rather ought to be guided by such

standards in order to accomplish the maximum capacity of any sort of speculations made.

Stuart (2003) studied the corporate rebranding was turned into a mainstream technique for organizations questioned the way that it repudiates what has been respected standard promoting practice, which was to have a long-term responsibility regarding a brand. In perspective of that, a brand can't be manufactured overnight and the interest in marking needs to proceed over numerous years. Be that as it may, record quantities of firms are rebranding themselves. The cost of corporate rebranding was high, running into a great many dollars as a rule. The method of reasoning for corporate rebranding was ordered and the primary issues into connection to name, logo and trademark rebranding are analyzed. Ultimately the viability of corporate rebranding was addressed. In this article researcher was talked about a portion of the inspections important to maintain a strategic distance from a corporate rebranding failure. Corporate rebranding was costly, deadly and there seem, by all accounts, to be a bigger number of disappointments than successes as the number increments. It ought not to be attempted delicately or for small reasons, for example, another CEO making their check. Taking a gander at more profound supporting issues challenging the firm was certainly not as much fun as a corporate rebranding exercise however might be the best methodology in the long haul.

Yeboah and Addaney (2016) investigated the rebranding has turned into a prevalent subject to associations, banks particularly, in the previous couple of years. The investigation tried to determine the effect of corporate rebranding on an organizations picture and execution. Elements that reason rebranding and the measures that associations set up to advance positive picture and upgrade execution subsequent to rebranding were likewise inspected. Through helpful inspecting procedure, 114 respondents involving clients and workers from the Agricultural Development Bank, Sunyani branch were met. The examination uncovered that, respondents (clients and workers) considered rivalry to be the real reason for the bank's character change. This research was used a combination of both quantitative and qualitative data. Investigation questionnaires and interviews were used to collect primary data. The questionnaires allowed for broader coverage since it helps the researchers to build relationship with the respondents with less difficulty than other techniques.

Mosupyoe (2011) described that corporate rebranding was a strategic call undertaken for numerous reasons, and a few of the corporates rebrand many times. In an effort to stay informed customer demands, service suppliers rethink their promoting methods that embody repose alia rebranding a fraction or multiple sides of their company brands. Company rebranding is that the latest development within the mobile cellular

telecommunications industry in African country. what's intriguing concerning the South African rebranding development is that corporates opted to rebrand by that specialize in permutations comparable to color, logo and slogans. This paper presents an abstract analysis of company rebranding with a selected target the mobile cellular telecommunications industry in S.A. moreover, the paper examines the implications, challenges and opportunities of company rebranding for the business. In the end, the paper can gift a case analysis of company rebranding efforts of two S.A mobile cellular firms.

### 3. Materials and methods

Research methodology is that the intellectual theoretic analysis of the technique connected to a field of study. Approach consist of system expose informative and anticipating marvels so as, it's the 'how' the procedure or ways of leading examination. A strategy doesn't start to allow an arrangement however rather offers the theoretic supporting for understanding that the methodology, set of ways is connected to a selected case (Kothari, 2004).

The well designed questionnaire was developed and then, a pretest was done from, giving the question sheet to an easy sample. The reason of this pretest was to lower mistake on answerer behalf, to definite all things were understood and language was correct. The conceptual framework of corporate rebranding is given in Fig. 1.

In this paper, the explanation of conceptual framework, design of the study, population sample, selection of sample size, sampling technique data collection instrumental and their development, reliability of the questions independent and dependent variables, measuring the tools and analysis for investigation regarding impact of corporate rebranding on customer satisfaction are discussed and analyzed. For analyzing the data, researchers used statistical tools and technique to represent the results. The SPSS software was used to data review and all data was passing in using a table design. SPSS statistics 20.0 is chosen as instrument for investigating data because it provides change to survey data to analyzed data, data reduction, replacing data, changing new variables amount, compare means, cross checking, and t-test.

### 4. Results and discussions

Socioeconomic or demographic attributes conclude the position of an entity in relative to another member within the social method. The statistic traits are the capable assurance of family condition in social development. Age, marital status, family members, income, employment and education these are the mainly important socioeconomic status in a society, some of these are discussed in Table 1.

Table 1 designates that a majority 60.3 % respondents had 21-30 years of age, 23.3 % of respondents had up to 20, 14.7 % respondents had

31-40 years of age, 1.7 % respondents had 41-50 and 0.0% respondents had above 50 years of age.

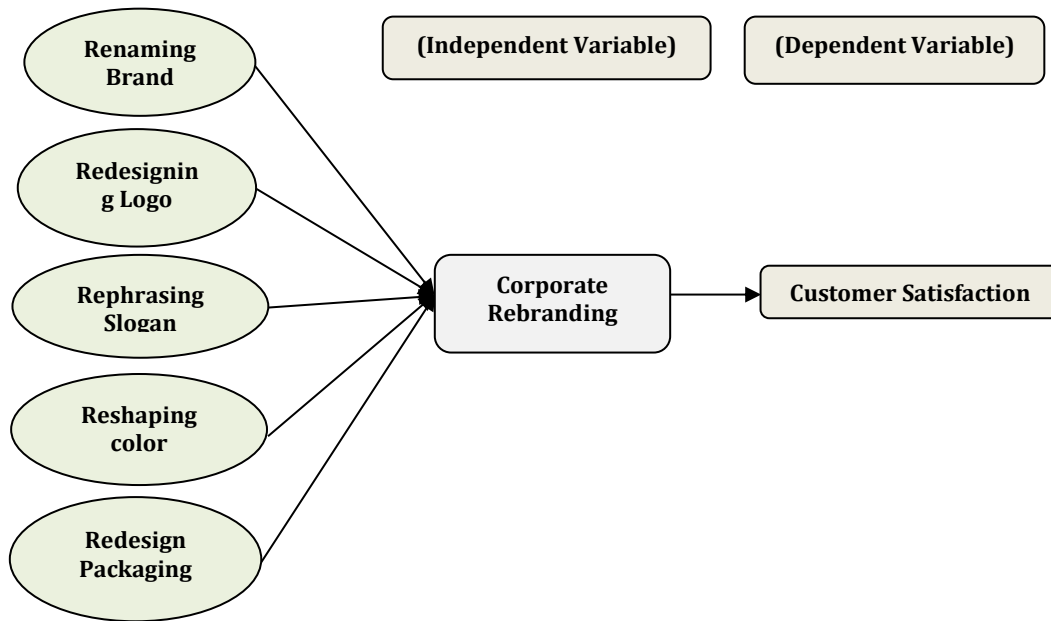


Fig. 1: Conceptual framework of corporate rebranding

Table 1: Demographic analysis of respondents

Variables	Category	Frequency	Percentage
Gender	Male	186	62
	Female	114	38
Age (years)	Less than 20	70	23.3
	20-50	230	76.7
	Above 50	00	00
Marital status	Single	227	75.7
	Married	73	24.3
	Illiterate	13	4.3
	Matric	27	9.0
Education	Intermediate	59	19.7
	Graduation	101	33.7
	Post Graduate	98	32.7
	Other(Diploma)	2	0.7
Professional	Govt. Employee	48	16
	Private Employee	113	37.7
	Business Man	27	9.0
	Unemployed	112	37.3
Monthly Income	15000-25000	48	16.0
	26000-35000	71	23.7
	36000-45000	48	16.0
	46000-55000	15	5.0
	More than 55000	8	2.7
	Zero Income	112	37.3
City	Faisalabad	100	33.3
	Lahore	100	33.3
	Islamabad	100	33.3

The marital positions of respondents' results show that 75.7 % respondents were single, whereas 24.3 % respondents were married. The educational status of the respondents' results shows that 4.3 % of the respondents were illiterate, 9.0 % of the respondents were matriculation, 19.7 % of the respondents were intermediate, 33.7 % of the respondents were graduation, 32.7 % of the respondents were post-graduation and 0.7 % of the respondents were other study. 16 % of the respondents were performing government employees, 37.7 % of the respondents were private employees, 9.0% of the respondents were businessman and 37.3 % of the respondents were unemployed. 16.0% of the respondents had 15000-

25000 monthly income, 23.7 % of the respondents were 26000-35000 monthly income, 16 % of the respondents had 36000-45000 monthly income, 5 % of the respondents had 46000-55000 monthly income and 2.7 % of the respondents were more than 55000 monthly incomes and 36.6 % of the respondents had zero income. The data collected from three different cities of Pakistan. Faisalabad, Lahore and Islamabad and equally collected data from each city the percentage of each city is 33.3%. The reliability among variables of corporate rebranding and customer satisfaction checked through Cronbach Alpha.

In Table 2 the Cronbach alpha shown the result as tabulated out 0.962 which creates more reliable

contrast to other scale utilized in this study. The result are 0.962 and shown that significant craving of question among each other and water fall in category of questionable according to [George and Mallery \(2003\)](#) rules of thumb sense. Number of item explains that 34 questions used in the selected study questionnaire.

**Table 2:** Reliability statistics (Corporate rebranding, customer satisfaction)

Cronbach's Alpha	No of Items
.962	34

In [Table 3](#) renaming brand shows that the statement "The name of my beverage industry is

attractive" (mean=3.96, standard deviation=1.064), was ranked as 1<sup>st</sup> "The name of my beverage industry is interesting" (mean=3.84, standard deviation=0.939), was ranked as 2<sup>nd</sup> "The name of my beverage industry is likable" (mean=3.79, standard deviation=0.964), was ranked as 3<sup>rd</sup> and "The name of my beverage industry evokes positive feelings" (mean=3.69, standard deviation=0.993), was ranked as 4<sup>th</sup> "The name of my beverage industry is easy to recall" (mean=3.46, standard deviation=1.077), was ranked as 5<sup>th</sup> "The name of my selected beverage industry is easily recognizable" (mean=3.05, standard deviation=1.333), was ranked as 6<sup>th</sup>.

**Table 3:** Analysis of mean, standard deviation and rank order of renaming brand

Descriptive Statistics	Mean	Std. Deviation	Rank
Renaming Brand			
The name of my beverage industry is attractive	3.96	1.064	1
The name of my beverage industry is interesting	3.84	0.939	2
The name of my beverage industry is likable	3.79	0.964	3
The name of my beverage industry evokes positive feelings	3.69	0.993	4
The name of my beverage industry is easy to recall	3.46	1.077	5
The name of my selected beverage industry is easily recognizable	3.05	1.333	6
Redesigning Logo			
The logo of my beverage industry is likable	3.95	.972	1
The logo of my beverage industry is visually appealing	3.92	1.099	2
The logo of my beverage industry evokes positive feelings	3.80	1.050	3
The logo of my beverage industry is interesting	3.78	.998	4
The logo of my beverage industry is easy to recall	3.59	1.045	5
The logo of my selected beverage industry is easy to recognizable	3.33	1.354	6
Rephrasing Slogan			
The slogan of my beverage industry is interesting	3.84	1.041	1
The slogan of my beverage industry evokes positive feelings	3.77	1.094	2
The slogan of my beverage industry is likable	3.76	1.125	3
The slogan of my beverage industry is easy to recall	3.61	1.059	4
The slogan of my selected beverage industry is easy to recognizable	3.34	1.315	5
Reshaping Color			
The color of my beverage industry is attractive	3.98	.995	1
The color of my beverage industry is likable	3.84	1.020	2
The color of my beverage industry is visually appealing	3.83	1.008	3
The color of my beverage industry evokes positive feelings	3.75	1.069	4
The color of my beverage industry is easy to recall	3.65	1.095	5
The color of my selected beverage industry is easy to recognizable	3.47	1.289	6
The color of my beverage industry is trended	3.43	1.148	7
Redesign Packaging			
Designs of the packaging are attractive	3.95	1.038	1
Designs of the packaging are stylish and fashionable	3.87	1.059	2
Designs of the packaging have unique features	3.69	1.124	3
Designs of the Packaging are appropriate for me	3.59	1.197	4
The Corporate rebrand provides broad range of designs	3.43	1.274	5
Customer Satisfaction			
I am satisfied with redesign the packaging of beverage industry	4.04	1.089	1
I am satisfied with the reshaping the color of beverage industry	4.00	.968	2
I am satisfied with rephrasing the slogan of beverage industry	3.86	1.053	3
I am satisfied with redesigning the logo of beverage industry	3.69	1.106	4
I am satisfied about Renaming of the beverage industry	3.54	1.302	5

Scale 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Redesigning Logo shows that the statement "The logo of my beverage industry is likable" (mean=3.95, standard deviation=0.972), was ranked as 1<sup>st</sup> "The logo of my beverage industry is visually appealing" (mean=3.92, standard deviation=1.099), was ranked as 2<sup>nd</sup> "The logo of my beverage industry evokes positive feelings" (mean=3.80, standard deviation=1.050), was ranked as 3<sup>rd</sup> and "The logo of my beverage industry is interesting" (mean=3.78, standard deviation=0.998), was ranked as 4<sup>th</sup> "The logo of my beverage industry is easy to recall" (mean=3.59, standard deviation=1.045), was ranked

as 5<sup>th</sup> "The logo of my selected beverage industry is easy to recognizable" (mean=3.33, standard deviation=1.354), was ranked as 6<sup>th</sup>.

Rephrasing Slogan shows that the statement "The slogan of my beverage industry is interesting" (mean=3.84, standard deviation=1.041), was ranked as 1<sup>st</sup> "The slogan of my beverage industry evokes positive feelings" (mean=3.77, standard deviation=1.094), was ranked as 2<sup>nd</sup> "The slogan of my beverage industry is likable" (mean=3.76, standard deviation=1.125), was ranked as 3<sup>rd</sup> and "The slogan of my beverage industry is easy to

recall” (mean=3.61, standard deviation=1.059), was ranked as 4<sup>th</sup> “The slogan of my selected beverage industry is easy to recognizable” (mean=3.34, standard deviation=1.315), was ranked as 5<sup>th</sup>.

Reshaping Color shows that the statement “The color of my beverage industry is attractive” (mean=3.98, standard deviation=0.995), was ranked as 1<sup>st</sup> “The color of my beverage industry is likable” (mean=3.84, standard deviation=1.020), was ranked as 2<sup>nd</sup> “The color of my beverage industry is visually appealing” (mean=3.83, standard deviation=1.008), was ranked as 3<sup>rd</sup> “The color of my beverage industry evokes positive feelings” (mean=3.75, standard deviation=1.069), was ranked as 4<sup>th</sup> “The color of my beverage industry is easy to recall” (mean=3.65, standard deviation=1.095), was ranked as 5<sup>th</sup> “The color of my selected beverage industry is easy to recognizable” (mean=3.47, standard deviation=1.289), was ranked as 6<sup>th</sup> “The color of my beverage industry is trended” (mean=3.43, standard deviation=1.148), was ranked as 7<sup>th</sup>.

Redesign Packaging shows that the statement “Designs of the packaging are attractive” (mean=3.95, standard deviation=1.038), was ranked as 1<sup>st</sup> “Designs of the packaging are stylish and fashionable” (mean=3.87, standard deviation=1.059), was ranked as 2<sup>nd</sup> “Designs of the packaging have unique features” (mean=3.69, standard deviation=1.124), was ranked as 3<sup>rd</sup>

“Designs of the Packaging are appropriate for me” (mean=3.59, standard deviation=1.197), was ranked as 4<sup>th</sup> “The Corporate rebrand provides broad range of designs” (mean=3.43, standard deviation=1.274), was ranked as 5<sup>th</sup>.

Customer Satisfaction shows that the statement “I am satisfied with redesign the packaging of beverage industry” (mean=4.04, standard deviation=1.089), was ranked as 1<sup>st</sup> “I am satisfied with the reshaping the color of beverage industry” (mean=4.00, standard deviation=0.968), was ranked as 2<sup>nd</sup> “I am satisfied with rephrasing the slogan of beverage industry” (mean=3.86, standard deviation=1.053), was ranked as 3<sup>rd</sup> “I am satisfied with redesigning the logo of beverage industry” (mean=3.69, standard deviation=1.106), was ranked as 4<sup>th</sup> “I am satisfied about Renaming of the beverage industry” (mean=3.54, standard deviation=1.302), was ranked as 5<sup>th</sup>.

Table 4 defined the influence of independent variable Corporate Rebranding calculated in five dimensions (Renaming Brand, Redesigning Logo, Rephrasing Slogan, Reshaping Color and Redesign Packaging) on dependent variable (Customer Satisfaction) and analyzed linear regression analysis. After reviewing the results through regression analysis, it has been suggested that corporate rebranding has significant impact on customer satisfaction.

**Table 4:** Direct impact of independent variables on customer satisfaction (D.V)

Customer Satisfaction (D.V)					
Independent variables	Coefficient B	Coefficient of determination R <sup>2</sup>	Standard Error	T-Value	Significant (P-Value)
Renaming Brand	.692	.411	.048	14.409	.000***
Redesigning Logo	.758	.518	.042	17.888	.000***
Rephrasing Slogan	.666	.457	0.42	15.831	.000***
Reshaping Color	.802	.542	.043	18.767	.000***
Redesign Packaging	.688	.505	.039	17.437	.000***

n=300, P < .10\*, P < 0.05\*\*, P < 0.01\*\*\*

The results expressed that Renaming Brand had significant relationship with and direct impact on customer satisfaction (R<sup>2</sup> = 41%, β = .69) and p-value create significant at 5 percent level of significant. Redesigning Logo had a significant impact on customer satisfaction, coefficient of determination R<sup>2</sup> = 51 % percent and β = .75 that showed customer satisfaction will be change by if Redesigning Logo change by 1 unit with significant at one percent significance level. Redesigning Logo is an important dimension. Rephrasing Slogan had also significant impact on customer satisfaction, Coefficient of determination R<sup>2</sup> = 45%, β = .66 that expressed customer satisfaction will be change by if Rephrasing Slogan change by on unit with significant at 1 percent significance level. The variables have positive relationship with customer satisfaction. Reshaping color had a significant impact on customer satisfaction, Coefficient of determination R<sup>2</sup> = 54%, β = .802 that showed customer satisfaction will be change by if Reshaping color change by one unit with significant at one percent significance level. Reshaping color (p-value < 0.05) is an important variable an also positive relationship with customer

satisfaction. Redesign Packaging had significant relationship with and direct impact on customer satisfaction (R<sup>2</sup> = 50%, β = 0.68) and p-value create significant at 5 percent level of significant.

A residual plot Fig. 2 is a graph that shows the residuals on the vertical axis and the independent variable on the horizontal axis. If the points in a residual plot are randomly dispersed around the horizontal axis, a linear regression model is appropriate for the data; otherwise, a non-linear model is more appropriate. The variance between the observed value of the dependent variable (y) and the predicted value (ŷ) is called the residual (e). Each data point has one residual.

$$\text{Residual } (e) = \text{Observed value } (y) - \text{Predicted value } (\hat{y})$$

Both the sum and the mean of the residuals are equal to zero. That is,  $\sum e = 0$  and  $e = 0$ .

#### 4.1. Factor analysis

Factor analysis is the instrument that accustomed scale back the big quantity of information into a



fewer range of issue. Factor analysis, taking into account range of things, and analyze the way to group them beneath one pattern rising from the

data. During this means, fewer dimensions were recognized that modify the simplification.

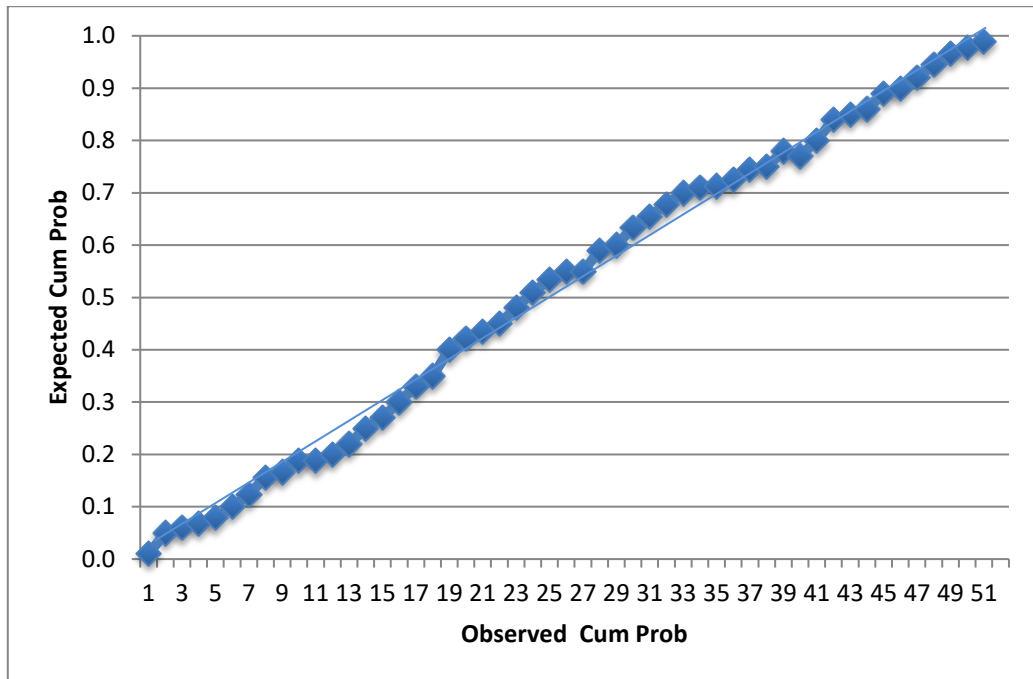


Fig. 2: Relationship between residuals on the vertical axis and the independent variable on the horizontal axis

Suitability of information has explained through another check enclosed Bartlett’s check of sphericity and KMO (Kaiser-Meyer-Olkin) that live the sample adequacy. It explained whether or not the given

responses of sample were adequate or not, as a result of it measures the fitness of the model. The measures of sampling accuracy is given in Table 5.

Table 5: KMO and Bartlett’s test

Kaiser-Meyer-Olkin Measures of Sampling Adequacy		.947
Bartlett’s Test of Sphericity	Approx. Chi-Square	6975.570
	Df	561
	Sig.	.000

According to Kaiser (1970) the KMO value should be larger than 0.6 for conducting the factor analysis and for this study (KMO) value was 0.947. Approximate Chi sq. comes dead set be 6975.570 with 561 degree of freedom and therefore the usually value of the Bartlett’s check was significant at 5 percent confidence level. The values of equally tests gift area unit in acceptable vary, that the factor analysis is conducted.

Hair et al. (2009) proposed that if the factor loading value is greater than 0.5 viewed as significant. For the exploratory factor investigation an aggregate items of 34 were loaded, and all were viewed as significant, as all the loading values that were more prominent than 0.50.

In Table 6 total variance has been explained through 5 factors. Variance caused by every variable

of the linear part in information set in initial eigenvalues. Eigenvalues in factors analysis won’t to foresee and figure number of qualities to be extracted from overall correlation analysis. Factor analysis was drained SPSS, extracted total of 5 factors through quite one eigenvalue. Extraction sums of square loadings diagrammatic all factors proportion variance quite one eigenvalue. The values of initial eigenvalues and extraction add of square perceived to be similar, eigenvalue in part have worth not up to one. Turned square values were presents in last.

The factors in eigenvalues accessible after alternation that compact the variance in factor 1 in of alternation squared sum of loading with 45.293% with total of eigenvalue represented 15.399.

Table 6: Total variance explained

Factors	Rotation Sums of Squared Loadings		
	Eigen values	Percentage of Variance	Cumulative Percentage
1	15.399	45.293	45.293
2	2.258	6.641	51.933
3	1.630	4.794	56.727
4	1.270	3.734	60.461
5	1.106	3.253	63.715

As in factor 2 have eigenvalue of 2.258 with percentage variance of 6.641% in data set, as in factor 3 the variance percentage was 4.794% with total eigenvalue consisted 1.630. In factor 4 represented the eigenvalue of 1.270 with percentage variance of 3.734%, as in factor 5 the percentage variance was 3.253% as have eigenvalue of 1.106. All 5 factors have total cumulative percentage 63.715%.

**4.2. Scree plot**

Scree plot provided the visual description of the number of factors that was extracted after running factor analysis. It plots among the Eigen values and number of components. The curve showed within the Fig. 3, reached through stable tableland began to tail off the tenth issue. So why solely 5 factors thought enough to elaborate all the data required for analysis. The significant factors were before the inflection, where the curve level drops. The detailed summary of factors is provided in Table 7.

In factor examination, there are set of elements which are alluded to as 'normal factors', every one of which stacks on factors and different components which are superfluous to every one of the variable. The extent of difference of a variable clarified by the basic factor is known as the Communality. The Communality of the variable range in the between of 0 and 1, where 0 shows that the regular elements clarifies none of the fluctuation and 1 demonstrates all the change is clarified by the normal elements. The extricated communalities are evaluations of the difference in every factor represented by the segments.

Factor 1 comprised the name of selected beverage industry is easily recognizable, the name of beverage industry is easy to recall, the name of

beverage industry evokes positive feelings, the name of beverage industry is interesting, the name of beverage industry is likable and the name of beverage industry is attractive; 0.739, 0.740, 0.559, 0.620, 0.542 and 0.556.

Factor 2 included the logo of selected beverage industry is easy to recognizable, the logo of beverage industry is easy to recall, the logo of beverage industry evokes positive feelings, the logo of beverage industry is interesting, the logo of my beverage industry is likable and the logo of beverage industry is visually appealing; 0.712, 0.611, 0.634, 0.578, 0.566 and 0.553.

Factor 3 consisted the slogan of selected beverage industry is easy to recognizable, the slogan of beverage industry is easy to recall, the slogan of beverage industry evokes positive feelings, the slogan of beverage industry is interesting and the slogan of beverage industry is likable; 0.713, 0.693, 0.605, 0.575 and 0.637.

Factor 4 included the color of selected beverage industry is easy to recognizable, the color of beverage industry is easy to recall, the color of beverage industry evokes positive feelings, the color of beverage industry is visually appealing, the color of beverage industry is likable, the color of beverage industry is attractive and the color of beverage industry is trended; 0.710, 0.631, 0.663, 0.635, 0.593, 0.568 and 0.624.

Factor 5 consisted the corporate rebrand provides broad range of designs, designs of the packaging are appropriate, designs of the packaging have unique features, designs of the packaging are stylish and designs of the packaging are attractive; 0.693, 0.591, 0.651, 0.686 and 0.676.

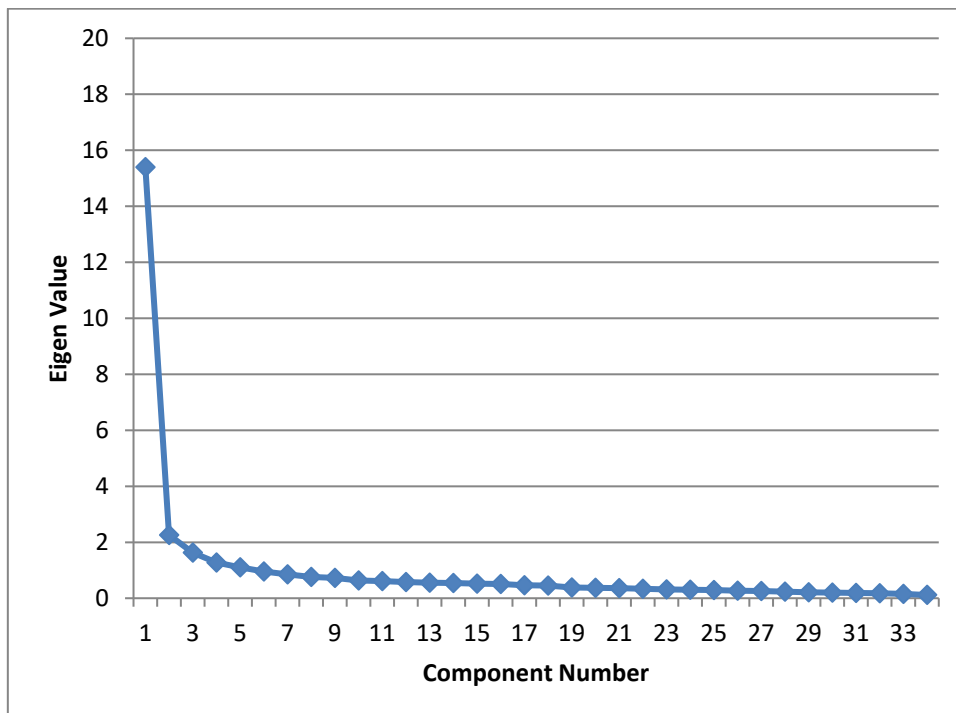


Fig. 3: Eigen value and component numbers

**Table 7:** Summary of factors analysis

Components	1	2	3	4	5	6
Renaming Brand						
The name of my selected beverage industry is easily recognizable	.739					
The name of my beverage industry is easy to recall	.740					
The name of my beverage industry evokes positive feelings	.559					
The name of my beverage industry is interesting	.620					
The name of my beverage industry is likable	.542					
The name of my beverage industry is attractive	.556					
Redesigning Logo						
The logo of my selected beverage industry is easy to recognizable		.712				
The logo of my beverage industry is easy to recall		.611				
The logo of my beverage industry evokes positive feelings		.634				
The logo of my beverage industry is interesting		.578				
The logo of my beverage industry is likable		.566				
The logo of my beverage industry is visually appealing		.553				
Rephrasing Slogan						
The slogan of my selected beverage industry is easy to recognizable			.713			
The slogan of my beverage industry is easy to recall			.693			
The slogan of my beverage industry evokes positive feelings			.605			
The slogan of my beverage industry is interesting			.575			
The slogan of my beverage industry is likable			.637			
Reshaping color						
The color of my selected beverage industry is easy to recognizable				.710		
The color of my beverage industry is easy to recall				.631		
The color of my beverage industry evokes positive feelings				.663		
The color of my beverage industry is visually appealing				.635		
The color of my beverage industry is likable				.593		
The color of my beverage industry is attractive				.568		
The color of my beverage industry is trended				.624		
Redesign Packaging						
The Corporate rebrand provides broad range of designs					.693	
Designs of the Packaging are appropriate for me					.591	
Designs of the packaging have unique features					.651	
Designs of the packaging are stylish and fashionable					.686	
Designs of the packaging are attractive					.676	
Customer Satisfaction						
I am satisfied about Renaming of the beverage industry						.742
I am satisfied with redesigning the logo of beverage industry						.707
I am satisfied with rephrasing the slogan of beverage industry						.644
I am satisfied with the reshaping the color of beverage industry						.631
I am satisfied with redesign the packaging of beverage industry						.585

Factor 6 included satisfied about Renaming of the beverage industry, satisfied with redesigning the logo of beverage industry, satisfied with rephrasing the slogan of beverage industry, satisfied with the reshaping the color of beverage industry and satisfied with redesign the packaging of beverage industry; 0.742, 0.707, 0.644, 0.631 and 0.585.

The research was quantitative in nature the purpose of this research to examine the impact of corporate rebranding exercise on customer satisfaction and to identify the corporate rebranding challenges faced by the beverage industries and to analyze the rebranding a local market to suggest recommendations to promote customer satisfaction in study area.

To accomplish these objectives quantitative research method was used. We selected three major cities Faisalabad, Lahore and Islamabad. Comprehensive questionnaire will be used for data collection from 300 conveniently selected consumers. Data was collected and analyzed using convenience sampling technique. SPSS software was used to analyze the data. In this study socio economics characteristic of respondents were identified by asking about their age, gender, education, employment status and monthly income from respondents. The consequence determined that

there were a majority 62 % of the respondents were male; whereas 38 % of them were female in which 33.7 % of the respondents were graduation that a majority 60.3 % respondent had 21-30 years of age categories. 16 % of the respondents were performing government employees, 37.7 % of the respondent's majority was private employees, 9.0% of the respondents were businessman and 37.3 % of the respondents were unemployed. 16.0% of the respondents had 15000-25000 monthly income, 23.7 % of the respondents were 26000-35000 monthly income, 16 % of the respondents had 36000-45000 monthly income, 5 % of the respondents had 46000-55000 monthly income and 2.7 % of the respondents were more than 55000 monthly incomes and 36.6 % of the respondents had zero income.

Correlation shows how much strong the relationship dependent and independent variables how much strong relationship between these variables. The bivariate correlation check was used on 300 sample size. The result explains that significant of the level .000 which is less than 0.05. It specify that null hypothesis i.e., renaming brand has significant effect on customer satisfaction has been accepted and alternate i.e., renaming brand has a non-significant effect on Customer Satisfaction has

been rejected. Person Correlation value of 0.641 specify that the positive relationship between renaming brand and customer satisfaction.

The result explains that significant of the level .000 which is less than 0.05. It specify that null hypothesis i.e. redesigning logo has significant effect on customer satisfaction has been accepted and alternate i.e. redesigning logo has a non-significant effect on customer satisfaction has been rejected. Pearson correlation value of 0.720 specify that the positive relationship between renaming brand and customer satisfaction.

The result explains that significant of the level .000 which is less than 0.05. It specify that null hypothesis i.e. rephrasing slogan has significant effect on customer satisfaction has been accepted and alternate i.e. rephrasing slogan has a non-significant effect on Customer Satisfaction has been rejected. Pearson correlation value of 0.676 specify that the positive relationship between renaming brand and customer satisfaction.

The result explains that significant of the level .000 which is less than 0.05. It specify that null hypothesis i.e. reshaping color has significant effect on customer satisfaction has been accepted and alternate i.e. reshaping color has a non-significant effect on Customer Satisfaction has been rejected. Pearson correlation value of 0.736 specify that the positive relationship between renaming brand and customer satisfaction.

The result explains that significant of the level .000 which is less than 0.05. It specify that null hypothesis i.e., redesign packaging has significant effect on customer satisfaction has been accepted and alternate i.e., redesign packaging has a non-significant effect on customer satisfaction has been rejected. Person correlation value of 0.711 specify that the positive relationship between renaming brand and customer satisfaction.

The linear regression analysis applied to test the direct impact of independent variables (corporate rebranding) on dependent variable (customer satisfaction). The results expressed that Renaming Brand had significant relationship with and direct impact on customer satisfaction ( $R^2 = 41\%$ ,  $\beta = 0.69$ ) and p-value create significant at 5 percent level of significant. Redesigning Logo had a significant impact on customer satisfaction, coefficient of determination  $R^2 = 51\%$  percent and  $\beta = 0.75$  that showed customer satisfaction will be change by if Redesigning Logo change by 1 unit with significant at one percent significance level. Redesigning Logo is an important dimension. Rephrasing Slogan had also significant impact on customer satisfaction, Coefficient of determination  $R^2 = 45\%$ ,  $\beta = 0.66$  that expressed customer satisfaction will be change by if Rephrasing Slogan change by on unit with significant at 1 percent significance level. The variables have positive relationship with customer satisfaction. Reshaping color had a significant impact on customer satisfaction, Coefficient of determination  $R^2 = 54\%$ ,  $\beta = 0.802$  that showed customer satisfaction will be change by if Reshaping color

change by one unit with significant at one percent significance level. Reshaping color (p-value < 0.05) is an important variable an also positive relationship with customer satisfaction. Redesign Packaging had significant relationship with and direct impact on customer satisfaction ( $R^2 = 50\%$ ,  $\beta = 0.68$ ) and p-value create significant at 5 percent level of significant.

## 5. Conclusion

The conclusion of the research describes the element of corporate rebranding on customer satisfaction. The findings of the results depict that impact of (corporate rebranding) dimensions including renaming brand, redesigning logo, rephrasing slogan, reshaping color and redesign packaging variables have significant impact on customer satisfaction. Corporate rebranding is beneficial for the beverage industries and assisting in satisfying their customer through changing the name, logo, slogan, color and packaging.

The results were analyzed through factor and regression analysis using SPSS software with five point Likert scale. Furthermore, the results of this research suggest that companies should examine the impact of corporate rebranding first then enhance the sustainable customer satisfaction. The results of study also suggested that if a company is marketing the product continuously and is being dislike by the customer, then it can rebrand, put something in a new place, modification colors, present different logos, bring and do what it will. It is critical to construct and sustain a strong brand image. Beverage industries can sustain their brands by introducing change for customers. Similarly, same research can be conducted in other industries by introducing more variable in the future to check the robustness of our proposed framework.

## Compliance with ethical standards

## Conflict of interest

The authors declare that they have no conflict of interest.

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