

Effect of Logo Change on Brand Attitude: A Case Study of Mahindra at Nepal Electricity Authority

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Abstract

Rebranding, mainly through logo changes, has gained traction in the automobile industry as a response to evolving customer preferences. However, the impact of such corporate actions on brand attitude remains a complex and underexplored area. This study delves into corporate rebranding nuances, focusing on logo change and its effects on consumer brand attitude. Drawing from a theoretical framework, the study hypothesised that logo appropriateness, familiarity, and attractiveness positively influenced brand attitude. This study employed a descriptive and explanatory research design, focusing on Mahindra drivers of the Nepal Electricity Authority (NEA) as the target population. Data were collected through a primary survey using a structured questionnaire, resulting in 152 responses. The results, essential to brand managers and marketing professionals, revealed a positive influence of logo appropriateness and attractiveness on brand attitude. In contrast, logo familiarity did not significantly impact it. Overall, the findings underscore the importance of a well-designed logo that aligns with the brand's core values. Such a logo can significantly enhance consumer perceptions and foster positive relationships. Therefore, brand managers should prioritise logo design that resonates with their identity and values, particularly during rebranding efforts, to maintain a strong brand image among consumers.

INTRODUCTION AND STUDY OBJECTIVES

In the last few years, rebranding has emerged as a crucial tactic for companies seeking to revitalise their image and market positioning. This trend, often manifesting through changes in names or

logos, gained significant momentum, with brand managers increasingly viewing logo alterations as a potent means to rejuvenate or "rebirth" their brands.

As defined by Muzellec and Lambkin (2006), rebranding involves creating a fresh name, slogan, symbol, design, or

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meld of these elements for an existing brand. Corporate rebranding involves adjusting or introducing new brand elements to craft a fresh identity and differentiate from competitors (Merrilees & Miller, 2008; Muzellec & Lambkin, 2006). This ranged from minor logo and slogan updates to broader shifts in positioning and aesthetics (Hahn Le, 2014). Similar strategies included brand rejuvenation, repositioning, and revitalisation (Lehu, 2004; Aaker, 2004; Keller, 1999), with Muzellec and Lambkin's (2006) approach focusing on altering various brand attributes like name, logo, colour, and values.

Despite the escalating adoption of rebranding strategies across various industries, research focusing on brand logos could have been more extensive. Many scholars should have paid more attention to or sidestepped discussions about logo design or changes (Kohli & Suri, 2002; Hem & Iversen, 2004). Nonetheless, an emerging body of literature began to probe the relationship between changes in logo and brand attitude. Pimentel and Heckler (2003) ascertained that consumers preferred logo consistency but could tolerate minor alterations. Conversely, Walsh et al. (2010) suggested that consumers who were highly loyal to a brand tended to have more negative attitudes towards logo changes. In contrast, those with lower levels of brand commitment tended to respond more positively to such changes. This dichotomy underscored the critical importance of companies approaching rebranding strategies with

a nuanced understanding of their target audience's attitudes and perceptions.

Logos were crucial to brand differentiation and recognition (Park et al., 2013). They should align with a brand's identity and values to positively influence consumer perceptions (Bottomley & Doyle, 2006). Appropriateness and familiarity were key factors affecting consumer reactions to logo changes (Rafiq et al., 2020; Peterson et al., 2015). Crafted thoughtfully, logos effectively communicated brand values (Foroudi, 2019) and generated positive consumer responses (Machado et al., 2015; Peterson & Kerin, 1977). Consumer attitudes towards brands were shaped by various factors (Solomon, 2009). Brand attitude, defined by Kotler et al. (1999) as a personal evaluation, emotional feeling, and behaviour tendency towards a brand, influences consumer behavior (Walsh et al., 2010; Ebrahim et al., 2016). Positive attitudes fostered brand loyalty and value (Keller, 1993), while negative attitudes could impact brand perception (Currás-Pérez et al., 2009; Park et al., 2010).

Rosenberg and Hovland (1960) proposed a three-factor model to understand brand attitude, which included cognition, affect, and behavior. Several scholars segmented brand attitudes based on their components. Assael (1995) categorized brand attitude into belief, evaluation, and purchase intention. Likewise, Lutz et al. (1983) expanded on this by breaking down brand attitude into cognitive aspects (such as advertising and brand cognition), affective components (like advertising and brand attitude), and

behavioural tendencies (including purchase intention). The rebranding process typically involves four stages: repositioning, renaming, redesigning, and relaunching (Muzellec et al., 2003). Daly & Moloney (2004) detailed this as a sequential framework, beginning with analysing brand elements to maintain or alter, then planning rebranding efforts and evaluating their success.

Logo design plays a crucial role in shaping consumers' attitudes towards brands. Logos and branding are prominent in private and commercial vehicles. In government and quasi-government offices in Nepal, Mahindra cars from the Indian brand were trendy. This was due to their image of being capable of moving through rugged Nepalese terrain and continuous gifts from the Indian government (Car trade, 2023). The impact of brand image provided by logos and toppers in cars on the drivers of these vehicles was observed to be paramount.

There was a need to study brand perceptions based on logos in the

Nepalese context and the reactions observed due to logo changes. Hence, to comprehend the impact of logo change on brand attitude, a study was conducted on drivers of Mahindra vehicles in a quasi-governmental organisation based in Kathmandu. This study aimed to examine the impact of rebranding through a logo change on the brand attitude of regular brand users. To elaborate, this study aimed to determine the effect of aspects of logo change, namely, logo appropriateness, familiarity, and logo attractiveness, on brand attitude.

LITERATURE REVIEW

Rebranding

Rebranding was conceptualised as the process of altering existing brand elements or introducing new ones to form a new brand image, differentiate the brand's positioning in stakeholder's minds, and create a distinct identity from competitors (Merrilees & Miller, 2008; Muzellec & Lambkin, 2006; Muzellec et al., 2003). Rebranding was deeply rooted in the business environment, leading to the development of two distinct

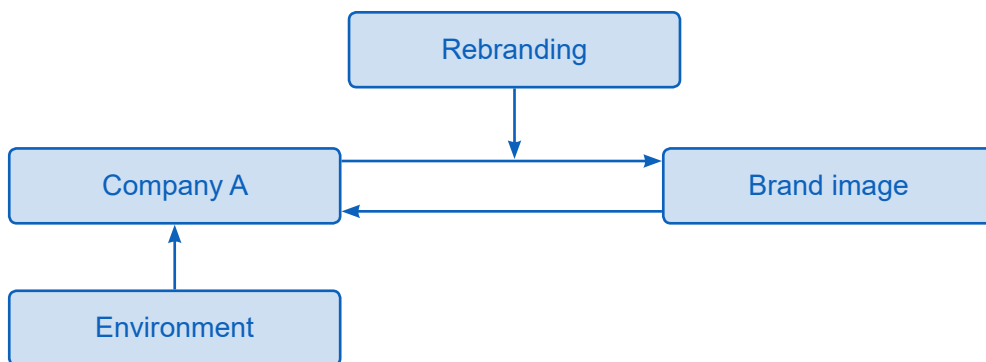


Figure 1. Evolutionary Rebranding (Tevi & Otubanjo, 2013).

conceptual frameworks: revolutionary and evolutionary rebranding, as outlined by [Tevi and Otubanjo \(2013\)](#). Revolutionary rebranding typically involves significant shifts in an organisation's values, image, position, culture, vision, and so forth ([Kandel, 2022](#)). On the other hand, evolutionary rebranding focused on more subtle changes, such as modifications to a firm's logo and slogan, with minimal alterations to its position and marketing aesthetics. As [Hahn Le \(2014\)](#) noted, unlike revolutionary rebranding, which encompassed broader transformations, evolutionary rebranding primarily involved changes to the name, logo, or slogan.

Based on the literature review focusing on the model of evolutionary rebranding, this current research has been undertaken with a specific focus on logo change because, unlike revolutionary rebranding, which involves significant transformations, how even subtle changes can have a considerable impact on attitude.

Logo Chance

A brand's logo is a means of differentiating it from competitors and resolving the problem of indistinguishability ([Park et al., 2013](#)). The principal value attached to logos traditionally focused on identifying and distinguishing the brand from its competitors ([Machado et al., 2015](#)). As a prominent visual element of a brand ([Wallace, 2001](#)), logos aid in identifying the brand and distinguishing it from competitors ([Yoo & MacInnis, 2005](#)).

According to [Müller et al. \(2013\)](#), logos played a significant role in

brand evaluation, serving as a primary visual element that fostered brand connections. Consequently, consumers' assessments of logos, whether positive or negative, directly impacted their overall behaviour towards the brand, influencing whether their actions were favourable or detrimental. Building on this, [Walsh et al. \(2010\)](#) asserted that logo evaluation and brand attitude played pivotal roles in shaping a modified logo perception. Contrarily, [Salehzadeh and Pool \(2017\)](#) found that attitudes towards the logo predicted attitudes towards the brand, especially concerning the comprehension of processing fluency and customer judgment. By evaluating various research models, the researcher tried to explain whether there was a significant impact of different items (logo appropriateness, logo familiarity, and logo attractiveness) on brand attitude.

Logo Appropriateness

Logo appropriateness was critical to maintaining a positive brand image and influencing consumer attitudes, particularly during logo changes. Understanding the brand and making thoughtful and informed choices regarding these elements created a positive image in the consumer's mind, contributing to the logo's appropriateness. A logo perceived as appropriate and aligned with the brand's identity was likelier to elicit positive responses and foster consumer trust and loyalty ([Haviv, 2019](#)).

The relevance and alignment of a logo with the brand's identity and values significantly impacted consumer

perceptions and reactions. A study (Bottomley & Doyle, 2006) defined logo appropriateness as the extent to which a logo accurately represents the brand's inherent and immediate value. Their research indicated that consumers tended to have more positive attitudes toward brands with logos they perceived as appropriate and relevant. A study examining the impact of logo redesigns on brand loyalty and repurchase intentions found that the appropriateness of the new logo design had a direct positive effect on brand attitude (Rafiq et al., 2020). Research done by Shin showed that logo appropriateness positively impacted both brand attitudes. Moreover, Molenaar (2015) found that brands with high consistency in their logo designs were more likely to be perceived positively by consumers. Based on the above discussion, the following alternate hypotheses were formed:

H₁: Logo appropriateness significantly impacted brand attitude at a 0.01 significance level.

Logo Familiarity

Logo familiarity was a crucial factor influencing consumers' cognitive processes, representing the knowledge about a brand stored in a consumer's memory. Their memory comprehension shaped consumers' understandings of familiar and unfamiliar brands. As consumers accumulated knowledge about a brand over time (Heilman et al., 2002), their capacity to process new brand-related information depended on their existing brand knowledge or, more simply, their familiarity with the brand

(Alba & Hutchinson, 1987; Sujan, 1985). As they accumulated familiarity, their association with the brand intensified, leading to a preference for the familiar brand. Familiarity with a logo enhanced its effectiveness and benefited the brand (Hem & Iversen, 2004; Van der Lans et al., 2009).

The findings from Shen and Lin (2021) suggested that familiarity with a brand's logo positively influenced brand attitude. This implied that when consumers were acquainted with a brand's logo, they tended to hold more favourable attitudes towards it. This aligned with the conclusions drawn by Peterson et al. (2015), who noted that familiarity with a brand's previous logo influenced consumers' perceptions of the new logo and their overall feelings towards it. This suggests that the more familiar a consumer was with the old logo, the more attentive they would be to any changes. Similarly, Müller et al. (2013) explored the connection between logo familiarity and brand attitude, revealing a significant relationship. Peterson et al. (2015) emphasised that familiarity with the old logo affected how consumers perceived the new logo. So, this could be hypothesised as:

H₂: Logo familiarity significantly affected brand attitude at a 0.01 significance level.

Logo Attractiveness

A logo was a powerful way to communicate brand value to the audience. It could incorporate graphic or typographic elements as a brand

identity symbol. This could range from text-focused designs like wordmarks or stylised letter marks to image-centric ones like graphic trademarks (Foroudi, 2019). Hence, it was necessary to craft the logo thoughtfully by understanding its elements like colours, shapes, typography, and other design elements. Rossiter and Percy (1987) found that dominant pictorial content combined with little verbal content generated positive affective learning compared to dominant oral content combined with less obtrusive graphic content. Understanding the brand and making deliberate and informed decisions about shapes, lines, colours, fonts, and layout helped to create a favourable impression in the consumer's mind. The influential study by Walsh et al. (2010) identified the psychological mechanisms linking the aesthetic features of stimuli to observers' perceptions. It has been demonstrated that a logo featuring visual elements like colour combinations, graphic icons, and font size helps consumers remember brands better than logos without such images (Rafiq et al., 2020).

Müller et al. (2013) studied the relationship between logo attractiveness and brand attitude, showing a significant relationship. (Machado et al., 2015) discussed how the design of a brand logo influenced brand attitude. The findings indicated that natural and visually appealing logos elicited more favourable consumer responses and attitudes towards the brand. Similarly, Peterson and Kerin (1977) discussed how the attractiveness of brand names and logos affected consumer perception and brand

attitude. They emphasised that a visually appealing logo enhanced a brand's attractiveness, positively influencing consumer perception and attitude. So, this could be hypothesised as:

H₃: Logo attractiveness significantly impacted brand attitude at a 0.01 significance level.

Brand Attitude

The concept of attitude was multifaceted and was utilised across various contexts (Solomon, 2009). Kotler et al. (1999) described brand attitude as an individual's favourable or unfavourable evaluation, emotional response, and behavioural inclination towards a brand. Brand attitude comprises a network of interrelated beliefs and lasting opinions about a brand (Eagly & Chaiken, 1993; Keller, 1993). This mindset enables customers to develop opinions about a brand based on attributes like features, durability, serviceability, performance (Aaker & Keller, 1990), and experiential benefits (Keller, 1993).

Based on the above definitions, attitude could be about a brand, referred to as brand attitude, and was defined as a consumer's evaluation of a brand. Brand attitudes were pivotal in predicting consumer behaviour. Customers often form attachments to a brand to establish a relationship (Walsh et al., 2010); such a relationship leads to brand value (Ebrahim et al., 2016). Rosenberg and Hovland (1960) proposed a three-factor model to understand brand attitude, which included cognition, affect, and behaviour. Several scholars have segmented brand



Figure 2. *Conceptual Framework of the study*

attitudes based on their components. Assael (1995) categorised brand attitude into belief, evaluation, and purchase intention. In a similar vein, Lutz et al. (1983) further divided brand attitude into cognitive aspects (advertising and brand cognition), affective aspects (advertising and brand attitude), and behavioural tendencies (purchase intention).

Conceptual Framework

This study examines the effect of Brand appropriateness, Brand familiarity and Brand attractiveness on Brand attitudes. The conceptual framework was derived from research conducted by Shen & Lin (2021) and Hirschman (2013) to fulfil this purpose. The survey tool is based on functional and sensory-social items of appropriateness, subjective and objective familiarity items of familiarity from Shen & Lin (2021), aesthetics and emotional items of attractiveness from Hirschman (2013), and cognitive, affective and behavioural from Shen & Lin (2021).

RESEARCH METHODS

Research Design

The fundamental nature of this paper was descriptive and explanatory research. This study used a descriptive research design to determine respondents' perceptions of logo change and brand

attitude. It also opted for a causal-comparative design to analyse the relationship between aspects of logo change and brand attitude and determine the impact on brand attitude.

Population and Sample

The sampling technique used was convenience and judgemental sampling. Drivers spend the most time around vehicles and have an affinity for specific brands. Real users, such as car drivers, do not have any effect on purchase decisions but have strong perceptions towards certain brands just based on logos (Tali & Nautiyal, 2022). As such, the study's long-running drivers of Mahindra vehicles were considered the population.

With that, many Mahindra vehicle drivers are in government and quasi-government offices where vehicles are bought in bulk. The present study chose Mahindra drivers from the Nepal Electricity Authority as the target sample for data collection. The authority operated and maintained a vast network of power plants, substations, transmission lines, and distribution systems; for this reason, NEA had a substantial fleet of Mahindra vehicles compared to any other public enterprise. In the fiscal year 2076/77, the NEA's head office alone procured 40 Mahindra

Bolero vehicles. In 2078/79, this number increased to 50 Bolero, and by the year 2080/81, the NEA had already acquired 13 Mahindra Bolero vehicles (Kandel, 2024), representing the highest procurement among any other public company. This made Mahindra drivers of NEA a viable sample for the current study. An unique aspect of the data was that the responses were collected based on actual experiences with the brand, rather than from consumers' general perceptions of brand experience.

Nature and Sources of Data

The study has relied on primary data gathered via a survey questionnaire. The questionnaire comprised two parts: the first was about respondents' demographics, and the second included a 5-point Likert scale from (1) strongly disagree to (5) strongly agree on questions about logo redesign and brand attitude because of its versatility and practicality in measuring attitudes, opinions, and behaviours across various research disciplines (Creswell, 2014).

Analysis Tools Used

SPSS and MS Excel were used to gather and organise primary raw data.

The reliability of the survey tool was assessed through Cronbach alpha to determine the internal consistency and reliability of a set of scales or test items. Out of 170 questionnaires distributed (89.41%), 152 valid questionnaires were collected after discarding questionnaires that lacked significance. Correlation measured the linear relationship between logo change and brand attitude. Regression was used to predict the brand attitude based on the logo change.

DATA ANALYSIS AND DISCUSSION

This chapter analyses the data gathered from a survey conducted among Nepal Electricity Authority drivers. The primary data have been thoroughly analysed, and the results are presented using the methodology outlined earlier. The findings are categorised into subsections, beginning with descriptive analysis followed by inferential analysis.

Respondent's Profile

The study presents an analysis of Mahindra drivers who work at NEA. The

Table 1
Respondent's Profile

Demographic Variable		Frequency	Percent
Gender	Female	19	12.5
	Male	133	87.5
Age Group	28-38	41	27
	39-48	104	68.4
	49-58	7	4.6
	Total	152	100

Table 2
Descriptive Analysis and Cronbach's alpha

Dimensions	Mean	Minimum	Maximum	Standard Deviation	Cronbach'a Alpha Value
Appropriateness	3.9145	2	5	0.70424	0.734
Familiarity	3.9638	2	5	0.68354	0.635
Attractiveness	3.9441	2	5	0.67977	0.639
Brand Attitude	4.1118	2.33	5	0.63263	0.704

Note. KMO measure was 0.787; Bartlett's Test of Sphericity: 0.000

Note. From the author's survey 2024

demographic profile provides definite information about the sampled drivers, which could affect their perception of Mahindra logo change.

Table 1 shows that 87.5 per-cent of the 152 respondents were male. Since the majority of the individuals in the driver occupation are male, this study is more generalisable regarding the perception of male individuals regarding brand attitude based on logo change.

Secondly, 68.4 per-cent of the respondents is from the age group of 39 - 48, followed by the age group of 28-38 (27 per-cent). The study represents the perception of the younger generation of drivers well and can be generalised to that demographic.

Descriptive Analysis and Cronbach's alpha

This research employed two to three items to gauge participants' opinions across four variables. According to the Cronbach alpha results, Logo Appropriateness $\alpha = 0.734$, Logo Familiarity $\alpha = 0.637$, Logo attractiveness $\alpha = 0.639$, and Brand Attitude $\alpha = 0.704$.

The mean of appropriateness, familiarity, attractiveness, and brand attitude is 3.9145, 3.9638, 3.9441, and 4.1118, respectively. This suggests that average respondents slightly agree with the statement that measures appropriateness, familiarity, attractiveness, and brand attitude. This indicates a majorly positive perception of respondents towards logo change.

The standard deviations for appropriateness, familiarity, and attractiveness are 0.70424, 0.67977, and 6.3263, respectively. These values indicate a notable degree of variability in respondents' perceptions. It suggests a diverse range of opinions and experiences among respondents. This variability could stem from individual preferences, cultural backgrounds, or differing interpretations of the survey items.

Mean Difference Analysis for Perception Based on Demographics

Analysis of Variance (ANOVA) was conducted to determine whether there is a variation in perception based on the age group of the respondents on the brand attitude (logo change of Mahindra vehicles).

Table 3
Mean Difference Analysis for perception based on demographics

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.164	2	1.582		
Within Groups	62.632	146	0.429	3.688	0.027
Total	65.796	148			

Note. From the author's survey 2024

Table 4
Inter-correlation Analysis Between Variables

	Appropriateness	Familiarity	Attractiveness	Brand Attitude
Appropriateness	1			
Familiarity	+0.554**	1		
Attractiveness	+0.533**	+0.498**	1	
Brand Attitude	+0.567**	+0.479**	+0.669**	1

*** Correlation is significant at the 0.01 level (2-tailed).*

Note. From the author's survey 2024

The ANOVA analysis presented in Table 3 indicated that the p-value of the F statistic is 0.027, falling below 0.05. Consequently, at a 95 per-cent confidence level, there exists a notable disparity in brand attitude perception based on the age groups of the respondents. The difference could be observed because younger generations are more conscious and aware of brands and their activities, while older respondents carry on with their work without brand visions.

Correlation Analysis of Independent and Dependent Variable

Table 4 shows the strength of the relationship between Mahindra's logo change and brand attitude, as measured by the Pearson correlation coefficient. The table displays the Pearson

correlation findings regarding the relationship between the variables.

It had been observed that there was a moderate positive linear relationship ($r = 0.567$, $p < 0.001$) between brand appropriateness and brand attitude. The correlation is statistically significant, and changes in brand appropriateness moderately strongly influence Brand Attitude.

Similarly, a weak relationship ($r = 0.479$, $p < 0.001$) existed between brand appropriateness and brand attitude. The correlation is statistically significant; however, changes in brand familiarity have a weak influence on brand attitude. Finally, it was observed that there was a moderate linear relationship ($r = 0.669$, $p < 0.001$) between brand attractiveness

Table 5
Coefficient Table

Model		Unstandardised Coefficients		Standardised	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.081	0.253		4.270	<0.001
	Appropriateness	0.229	0.066	0.255	3.460	<0.001
	Familiarity	0.089	0.066	0.096	1.339	0.183
	Attractiveness	0.452	0.066	0.486	6.877	<0.001

R-Square Value: 0.515

F-value: 52.443; P-value: 001^a

Dependent Variable: Brand Attitude

Note. From the author's survey 2024

and brand attitude. This showed that changes in brand attractiveness significantly influence brand attitude.

However, regression analysis was conducted to understand the measure of these impacts of logo change factors on Brand attitude.

Regression Analysis of Variables

The impact of the logo change on the brand attitude of Mahindra's drivers in NEA can be measured through regression analysis. The regression equation between independent variable (logo change) and dependent variable (brand attitude) is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y=Brand Attitude

β_0 =Constant

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$ = the coefficient of the variables

X1=Appropriateness

X2=Familiarity

X3=Attractiveness

ε = the error or the difference between the

predicted and the observed value of Y. Table 5 exhibits the coefficients of the latent variables. The p-values of appropriateness -and attractiveness are less than 0.05, which means that appropriateness and attractiveness significantly impact brand attitude. One unit change in appropriateness changes the perception of brand attitude by 0.255 units, and one unit change in attractiveness changes brand attitude by 0.486 units. On the other hand, the p-value of familiarity is more than 0.05, indicating no significant effect on brand attitude.

The combined independent variables of appropriateness, familiarity, and attractiveness accounted for 51.5 per-cent of the variance in brand attitude. Furthermore, 49.5 per-cent of the variance can be attributed to other variables not considered in this study.

The F-statistic of the model, with brand attitude as the dependent variable and logo change as an independent variable, is 52.443, with a p-value of 0.01 below

0.05. This indicates that the model fits well at a 1 per-cent significance level. Consequently, the slope of the regression line is not zero, demonstrating a significant linear relationship between the dependent and independent variables. Thus, the table furnishes evidence that the model is practical and substantial.

Discussion

This study proposed three hypotheses. The first and second sets of hypotheses explored how the interaction among three independent variables (logo appropriateness, logo familiarity, and logo attractiveness) impacts a single dependent variable (brand attitude).

The first proposed hypothesis explained the effect of logo appropriateness on brand attitude; the result positively impacted brand attitude. [Molenaar \(2015\)](#) discovered that consumers held a favourable view of a brand when they perceived the logo as appropriate for the brand. This finding was corroborated by [Shen and Lin \(2021\)](#), who found that consumers tended to exhibit a positive attitude toward a brand when they perceived the logo as suitable and pertinent to the brand. However, the results of a study by [Muller et al. \(2013\)](#) were inconsistent with the present study, which revealed that brand attitude was influenced by logo appropriateness only when mediated by logo attitude. The inconsistency may have been due to methodological differences, conceptual variations in defining "logo appropriateness" and "brand attitude," evolving market trends, statistical variability, uncontrolled variables,

publication bias, and potential cultural or geographical differences influencing consumer perceptions and attitudes.

The second hypothesis explained the effect of logo familiarity on brand attitude; the variable did not explain the dependent variable. This finding was consistent with the findings of [Erdem and Swait \(2004\)](#), which found that brand familiarity could increase brand consideration but did not guarantee a positive brand attitude. [Janiszewski and van Osselaer \(2000\)](#) confirmed this result, saying brand familiarity only sometimes led to positive brand attitudes. However, the result contradicted the findings by [Peterson et al. \(2015\)](#), who discussed the relationship between Logo familiarity and brand attitude and found that familiarity with the old logo affected how consumers perceived the new logo. The contradiction between the current findings and [Peterson et al. \(2015\)](#) could have been due to changes in consumer perceptions over time, varying contexts or markets, and differences in the logo designs evaluated.

The third hypothesis explained the effect of logo attractiveness on brand attitude; the result showed that there was a positive impact of logo attractiveness on brand attitude; this finding was confirmed by research ([Sharma, 2018](#)); the results showed that the interaction between attractiveness of the logo and brand attitude was positive. [De Chernatony and Riley \(1998\)](#) highlighted the significant role of brand symbols, particularly logos, in influencing brand attitude. [Liodakis and Athanopoulou \(2011\)](#) underscored

the importance of logo attractiveness as a critical component in rebranding and its significant influence on shaping consumer perceptions and attitudes towards the rebranded brand.

CONCLUSION AND IMPLICATIONS

The results suggested that logo appropriateness and attractiveness could improve consumers' brand attitudes. An important factor was how appropriate the logo was and whether or not it suited the organisation's brand value. If the logo design was inappropriate, it might have faced significant backlash, resulting in a worse consumer-brand relationship. Similarly, the research showed that the logo's attractiveness positively impacted brand attitude, which meant that a thoughtfully designed logo made a great impression on consumers' minds and aided in developing good relationships with consumers. Therefore, the brand needed to deeply understand its core concept and value to create the ideal logo before rebranding by changing its visual identity, mainly its logo.

In addition, the statistical analysis revealed significant insights regarding the impact of demographic factors on brand perception. ANOVA results indicated a noteworthy difference in brand attitude perceptions among different age groups (F statistic $p = 0.027$, <0.05). Specifically, younger generations exhibited a heightened awareness and consciousness towards brands compared to older demographics. This finding underscores the intricate

relationship between demographic variables like age and consumer perceptions of brand attitude. Therefore, while emphasising the pivotal role of logo appropriateness and attractiveness, it is equally imperative for marketers to consider demographic nuances in their branding strategies.

The findings from this study and existing literature collectively emphasised the critical role of logo appropriateness and attractiveness in influencing consumers' brand attitudes. A well-designed and appropriate logo could significantly enhance consumer perceptions and attitudes towards a brand, ultimately fostering a positive consumer-brand relationship. Thus, brands needed to ensure their logo design was aligned with their core values and identity to avoid negative consumer perceptions, especially during rebranding efforts.

In conclusion, the study underscored the importance of understanding a brand's core concept and values to create an ideal logo that aligns with the brand's identity and resonates with consumers. As brands considered rebranding and changing their visual identity, mainly their logo, it was essential to prioritise logo appropriateness and attractiveness to enhance brand attitude and foster positive consumer-brand relationships effectively. This research provided valuable insights for marketers and brand managers, highlighting the significance of logo design in shaping consumer perceptions and attitudes and emphasising the need for thoughtful and strategic logo design in rebranding

efforts to build and maintain a strong and positive brand image among consumers.

While informative, the discussion on logo change and its impact on brand attitude has some limitations. The discussion primarily focuses on logo appropriateness, familiarity, and attractiveness, potentially neglecting other influential factors like brand reputation or consumer experiences. Additionally, the studies might be limited to specific industries or cultural contexts. To provide a more comprehensive understanding, future research should consider a broader range of studies,

explore the causal relationships more rigorously, and account for the dynamic nature of brand perceptions over time. By addressing these limitations, future research can provide a more comprehensive and nuanced understanding of the relationship between logo change and brand attitude, contributing to the development of more effective and consumer-centric rebranding strategies. The study also provides empirical support for the dual impact of planning a better rebranding strategy to create a loyal customer base and foster better associations with the brand.

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Conflict of interest

The author has declared to have received no conflict of interest in this study.

Declaration

The author confirmed this study's originality and declared it followed research ethics and norms.

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