
Rebranding as an Economic Strategy: Linking Brand Transformation to Customer Satisfaction and Organizational Performance in the Banking Industry

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Abstract:

To compete, the banking industry needs to make various innovations, one of which is rebranding its brand. This study aims to investigate the effect of the rebranding strategy conducted by KB Bukopin on customer satisfaction and performance. The quantitative method was used, involving 187 respondents in the Jabodetabek area who were customers of KB Bank. The population of this research is KB Bank customers. The results showed that brand personality and brand elements affect performance and satisfaction, while brand identity only has a positive effect on brand performance. The brand name has no effect on satisfaction and performance. Satisfaction affects trust but has no effect on performance. Trust was also found to have no effect on performance in this context. This research successfully adds to the literature on brand strategy theory. The managerial implications of KB Bank's rebranding suggest that changing name, personality, and brand elements will directly improve satisfaction and performance.

Keywords: Branding Strategy; Brand Identity; Satisfaction; Trust; Performance; Economic Strategy

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1. Introduction

Before the COVID-19 pandemic, the banking industry had experienced significant growth and became one of the main pillars of the global economy in the sense of being an intermediary between fund owners and borrowers to drive the economy. With the advancement of technology and digitalization, banks have begun to adapt to the increasingly diverse needs of customers. Digital banking has become a crucial component in improving operational efficiency and customer service (Amoah, et.al 2021). Digital banking has presented innovative products and services to customers, enabling banks to meet diverse customer needs effectively (Jana, et.al, 2021).

With the COVID-19 pandemic since early 2020, it has put tremendous pressure on banks, especially the quality of loans from debtors, so that the majority of banks experienced an increase in Non-Performing Loans (NPL) due to the majority of debtors being affected by the pandemic and economic contraction accompanied by a

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decrease in demand for credit. This decline was due to the economic conditions that had not yet recovered and government policies such as social distancing and quarantine, according to the research results of the Indonesian Journal of Banking & Financial Technology (2023). The results of research from Anshori, et.al, (2022) stated that the NPL ratio of Book 4 Banks, especially Himbara Banks, during the pandemic was higher than before the pandemic. With the economic recovery efforts made by the Government and the Financial Services Authority, banks have begun to innovate in products and services to attract customers back to the bank (wind back) and increase trust (Atmajaya, et.al, 2022). In relation to wind back, Rebranding the bank's brand name is one of the strategies to improve the bank's image and restore customer trust Bank BNI by Ahmad, et.al (2023), Bank Muamalat by Eka Novianti Saputri (2021) and Allo Bank by Mega Pertiwi Naulia (2022).

Various theories state that Rebranding does not only include changing the name and brand identity, but also involves marketing strategies, communication strategies and exploring customer experiences, so that it can create a new impression that is more relevant to current customer needs and emphasize the bank's commitment to better service and trust in the future.

Landor's research (2017) stated that 74% of the 100 S&P companies had rebranded in their first seven years of operation. Millward Brown (2019) conducted a study and found that strong brands have three times the sales volume of weak brands. A report from Lucidpress (2021) shows that brand consistency can increase revenue by 10-20%. A survey conducted by VistaPrint (2021) also found that 60% of consumers avoid companies with strange or unattractive logo designs, even if they have good reviews. According to Yuwono et.al (2023), rebranding is an important strategy in the business world that can bring significant benefits if done wisely and based on the results of a recent survey by the Bynder Institute (2024) revealed that 82% of companies have worked on rebranding projects and around 57% of companies rebrand to update brand identity by repositioning the brand in the market (45%), changing the target audience (41%), and overcoming negative brand perceptions (26%). This study all emphasizes the importance of building and maintaining a consistent brand identity to improve satisfaction, organizational performance and customer trust.

The renaming of KB Bukopin to KB Bank in 2023 is a strategic step amidst the increasingly competitive Indonesian banking sector. Bank Bukopin was established in 1970 and focuses on distributing credit to Cooperatives and Small and Medium Credit Enterprises (MSMEs). In 2018, Bank Bukopin was acquired by Korean Bank and changed its name to KB Bukopin and in December 2023 it changed to KB Bank. A comparison of the number of accounts, transactions, assets, profits, number of branches, number of ATMs and number of employees before the acquisition, after the name change to KB Bukopin and after rebranding to KB Bank can be seen in Table 1.

Table 1. Comparison of Performance before the acquisition, after the name change to KB Bukopin and after rebranding to KB Bank

INDICATORS	2017	2020	%	2023	%
PERIOD	Before the Acquisition by Kookmin Bank	After Acquisition- Change name to KB Bukopin	%	After Rebranding became KB Bank	%
Number of Accounts (unit)	1,525,619	1,738,163	13.93%	544,440	(96,87%)
Number of Transactions (unit)	52,923,150	54,123,655	2,27%	46,878,477	(13,39%)
Total Asset (in Trillion Rupiah)	106	80	(24,53%)	84	5,00%
Profit/Loss (in Billion Rupiah)	136	(3,258)	2,495.59 %	(6,045)	(85,54%)
Number of Branch Offices (pcs)	366	420	14.75%	174	(58,57%)
Number of ATMs (pcs)	867	850	(1,96%)	11	(98,71%)
Number of Employees (Person)	5195	5009	(3,58%)	2618	(47,73%)

Source: Data KB Bank (2024)

Based on table 1, after being acquired by Kookmin Bank to become KB Bank, the number of accounts, number of transactions and number of branch offices increased. However, the total asset value, profit, number of ATMs and number of employees decreased. In 2023 after the rebranding of the name KB Bukopin to KB Bank, there was an increase in total assets, but there was a decrease in the number of accounts, number of transactions, profit/loss, number of branch offices, number of ATMs and number of employees.

The gap phenomenon arises from the need to renew the image of a company that has been in business for decades since 1970, but still faces challenges in accessing younger and more dynamic market segments. This research gap stems from the absence of in-depth research on the impact of rebranding on KB Bank's organizational satisfaction and performance after the name and logo change. Several studies have discussed rebranding in the banking industry, but research on KB Bank is still minimal.

According to Coleman, et.al, (2015) stated that brand change does not affect performance, but there is research that states that identity has a positive influence on satisfaction, performance, satisfaction, and loyalty, namely (Pourzamani, 2013; Haslam et al., 2021; Utami, et al., 2023). The urgency of this study is to understand how rebranding strategy impacts satisfaction, organizational performance and bank

trust to face the challenges of digitalization and changes in consumer preferences. At a time when brand identity is important to attract and retain customers, this study is expected to provide useful insights for practitioners and academics regarding the understanding of rebranding in the banking industry.

2. Theoretical Background

Organization performance: Organization Performance can be interpreted as the results of the work process measured against predetermined standards, including the quality and quantity of results achieved by individuals or organizations. According to Aguinis et al. (2022), organizational performance is influenced by many different factors, including capabilities, structure, transactions, knowledge, skills, and interpersonal relationships. Organizational performance can also be measured through indicators such as operational efficiency, customer satisfaction, and added value (Almujaini et al., 2021; Richard et al., 2015).

Customer satisfaction: Customer satisfaction has a significant impact on loyalty, where satisfied customers tend to return and recommend products or services to others (Gálvez-Ruiz et al., 2023; Insyira Tasya & Marsasi, 2023). Customer satisfaction is a subjective assessment of consumers after using a product or service, which reflects the extent to which their expectations are met or exceeded.

Brand Identity: Brand identity is a concept that explains how a brand has a unique and different image, which can influence consumer perception and establish an emotional connection with the brand. According to Aaker (2009) brand identity is "a set of elements that form the image of a brand in the minds of consumers" and can reflect the values and characteristics that a company wants to convey to consumers who use it. Based on previous research, Chowdhury, Desai and Balton (2014) found that brand identity has a positive effect on satisfaction. These results are also supported by Mursid and His (2021) and Bravo, Buil, de Chernatony and Martínez (2016). Besides it, brand identity also found has a positive effect on performance Kashyap and Kang (2024). According to Sour, F (2021), findings from the analysis of research results show that brand identity affects brand performance and a significant relationship between brand identity and satisfaction. Research from Adhilla, F (2022) states that a strong brand identity will increase customer satisfaction. According to Pradnyani, N & Supriyadi, A (2022), an effective brand identity can improve the company's image and contribute positively to organizational performance. The same thing was stated by Junaidi, A & Yuliansyah, E (2023) that a strong brand identity contributes to company performance.

H1. Brand Identity has a positive effect on satisfaction

H2. Brand Identity has a positive effect on performance

Brand Name: A brand name is a name used to identify a brand, functioning as an element to help distinguish a product or service from competitors. According to Keller and Swaminathan 2019, a brand name must meet the criteria of memory, uniqueness, and the ability to analyze meaning, temantic, and symbolic sounds to increase positive

connotations and strengthen brand value. The brand name must also be memorable, meaningful, and unique to distinguish the brand from its competitors, clearly (Placek, 2024). According to research by Sari, R.A & Rahman, A.F (2023), it was found that brand names significantly affect customer satisfaction, because consumers tend to choose well-known brands. The results of Kurniawati et.al's research (2021) show that brand familiarity is one of the factors driving customer satisfaction. According to the research results of Dwi Setyo Nugroho (2021), brand names have a positive and significant influence on sales performance, because consumers prefer names that are known and trusted. The same thing was also stated by Siti Nurul Hidayah (2022) that a strong and widely known brand name has a positive effect on sales performance.

H3: Brand name has a positive effect on satisfaction

H4: Brand name has a positive effect on performance

Brand personality: Brand personality is a concept that explains how a brand has different characteristics such as elegance, naturalness, simplicity, luxury, uniqueness, humor, and others, which can influence people's purchasing preferences. Brand personality is also used as a tool for companies to differentiate their products and gain competitive opportunities, as well as increase stakeholder participation and involvement (For & Auger, 2017; Garanti & Kissi, 2019). According to Coleman, de Chernatony, and Christodoulides (2015), brand personality has a positive effect on performance in the IT services sector. The results of Su, J & Tong, X's (2021) study show that brand personality has a significant effect on satisfaction. The same thing is stated in the study of Kurniasari, et.al (2023) which states that brand personality has a positive and significant influence on customer satisfaction. Meanwhile, Aulia Rahmawati's (2022) study states that a strong brand personality contributes positively to the level of customer satisfaction. According to Munyaradzi Mutsikiwa & Anthony Eniola (2023) a well-developed brand personality makes a product stand out from the rest, thus positively affecting performance. Meanwhile, according to research, other research results from Lutfhi, A and Rina, A (2023) state that a strong brand personality contributes to organizational performance.

H5: Brand personality has a positive effect on satisfaction

H6: Brand personality has a positive effect on performance

Brand elements: Brand elements are the basic units that form a brand system, including dominant elements, recessive elements, and complete elements. According to Kotler, et al. (2009), brand factors include brand characteristics, brand interest, brand personality, brand audience, brand values and brand culture. Prominent brand elements are external aspects that consumers can see such as brand names and logos, while hidden brand elements are internal aspects related to the cultural meaning and spiritual symbols of the brand (Harris and de Chernatony, 2001). According to Kevin Lane Keller (Keller, 2013) Brand Elements are components that form brand identity and strength., these brand elements include: name, visual design, sentences and packaging where the combination of these elements forms a unique brand image and identifies the products or services of the brand. According to research from Pramudita, A.S. & Sari, D (2022) brand elements (brand, logo, packaging) have a positive effect on satisfaction. Another study by Andriani & Nurmalia (2024) showed that brand elements such as price, product and promotion influence customer satisfaction.

According to the research results of Yudhistira, D. A., & Shihab, M. S. (2023) shows a significant positive relationship between brand performance and brand loyalty, indicating that strong brand elements improve overall brand performance and customer satisfaction. Meanwhile, the research results from Gao, Y., Zheng, Y., & Liu, X. (2022) stated that the research findings show that brand elements such as brand personality and brand value have a significant impact on consumer purchase intentions and overall brand performance.

H7: Brand elements have a positive effect on satisfaction

H8: Brand elements have a positive effect on performance

Trust: Trust is the belief that another party will act according to expectations and not behave opportunistically, which is an important factor in establishing interpersonal and business relationships (Mayer et al., 2022). Trust consists of three main elements: ability, benevolence, and integrity, which together form a person's perception of the trustworthiness of another party (Mayer et al., 2022; Almarkomah, 2022). According to research by Utami, P.et.al (2023), satisfaction has a positive effect on trust caused by continuous pleasant experiences that form a sense of trust from customers. The results of research from Gao, Y & Liu, X (2022) state that satisfied consumers will grow trust in the brand. According to Sari, R & Hartono, R (2023) the results of their research show that job satisfaction has a positive effect on employee performance. The same thing was conveyed by Windiarti, S & Suwandi (2022) that employee satisfaction has a direct impact on performance. According to the results of research from Rahmawati (2021) that trust in the food and beverage sector has a positive and significant effect on performance. The same thing was also conveyed in the research of Setiawan, A & Yulianto, A (2022) that trust in brands contributes to overall organizational performance.

H9: satisfaction has a positive effect on trust

H10: satisfaction has a positive effect on performance

H11: Trust has a positive effect on performance



Figure 1. Conceptual Framework Method

Source: Developed for this research (2024)

3. Methodology

The type of research is quantitative research using the KB Bank customer population. The sampling technique uses non-probability sampling, namely convenience sampling. The number of samples in this study was 187 respondents. Data was gathered through the distribution of questionnaires. The data analysis technique employed in this study is using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS 4 software.

4. Empirical Findings/Result

Respondents' Profile

There are 187 respondents in this study. The profile respondent is shown in Table 1

Table 2. Respondents profile

DESCRIPTION	Total	Percentage (%)
<u>Gender</u>		
• Male	114	60.96%
• Female	73	39.04%
<u>Age:</u>		
• 18 - 27 years old	61	32.62%
• 28 - 43 years old	66	35.29%
• 44 - 59 years old	52	27.81%
• > 59 years old	8	4.28%
<u>Domicile</u>		
• Jakarta	34	18.18%
• Bogor	8	4.28%
• Depok	6	3.21%
• Tangerang	44	23.53%
• Bekasi	31	16.58%
• Others	64	34.22%
<u>Education</u>		
• < Undergraduate	50	26.74%
• Undergraduate	110	58.82%
• Graduate	26	13.90%
• Doctoral	1	0.53%
<u>Occupation</u>		
• Housewife	1	0.53%
• Employee	137	73.26%
• Students	35	18.72%
• Self-Employee	7	3.74%
• Others	7	3.74%
<u>How long become as KB Bank Customers</u>		
• Less than 3 years	38	20.32%
• 4 - 7 years	109	58.29%
• 8 - 10 years	4	2.14%
• More than 10 years	36	19.25%

Source: Primary Data (2024)

Outer Model Test

The outer-loading value for each indicator is more than 0.7 which is in accordance with the specified standards, the Composite reliability and Cronbach Alpha values for all variables are above 0.7, and the Average Variance Extracted value is above 0.5. This means that all indicators and variables meet the requirements for validity and reliability.

Table 3. Results of Outer Loading, Composite Reliability, and AVE

Variable	Outer Loading
BRAND IDENTITY (CA=0.913, CR=0.916, AVE=0.698)	
KB Bank has enhanced the functionality of its brand	0.822
KB Bank focus on increasing its brand association.	0.846
KB Bank has succeeded in making its customers aware of KB Bank's brand identity.	0.785
KB Bank's brand identity has improved Customer perception of a Bank	0.864
The enhancement of brand identity has resulted in an increase in the number of new customers.	0.807
KB Bank has a vision of what customers want from a bank.	0.883
BRAND NAME (CA=0.933, CR=0.937, AVE=0.715)	
KB Bank name is easy to understand	0.820
KB Bank name is easy to pronounce (Ke'Bi Bank)	0.797
KB Bank's name is unique compared to other bank names	0.874
The name KB Bank has a unique character (simple and easy to read)	0.866
KB Bank name is easy to remember	0.856
The name KB Bank is easy to distinguish from the names of other banks	0.882
The products offered by KB are in accordance with the KB Bank theme	0.822
BRAND PERSONALITY (CA=0.915, CR=0.916, AVE=0.662)	
KB Bank has competencies that match its brand, namely a bank	0.794
KB Bank delivers what is promised as promised	0.811
KB Bank is open in conveying its promises to customers	0.814
KB Bank considers customer characteristics before changing brands	0.853
Customer demographic characteristics guide KB Bank in designing its brand	0.819
KB Bank builds a culture where its employees are reflected in the KB Bank brand.	0.781
Employees reflect KB Bank's values to customers	0.822
BRAND ELEMENTS (CA=0.916, CR=0.920, AVE=0.629)	
I recognize the KB Bank logo	0.789
Unique KB Bank logo	0.816
KB Bank logo is easily recognizable	0.776
I recognize the colors of the KB Bank logo	0.810
The KB Bank logo color is different from other banks	0.766
KB Bank's logo communicates what it aims to achieve.	0.792
KB Bank has changed its slogan to We Can Because Together	0.814
KB Bank's slogan is in accordance with its values	0.782
SATISFACTION (CA=0.924, CR=0.924, AVE=0.766)	
I am satisfied with the friendly service from KB Bank staff.	0.868
I am satisfied with the excellence of KB Bank products	0.866
I am satisfied with the product knowledge of KB Bank staff	0.880
I am satisfied with the KB STAR mobile banking product from KB Bank	0.879
I would recommend KB Bank to friends, family and business associates.	0.883
TRUST (CA=0.969, CR=0.971, AVE=0.916)	
I believe in KB Bank	0.957
I feel I can completely trust KB Bank's products and technology.	0.978

Variable	Outer Loading
I can rely on the technology that KB Bank has.	0.963
KB Bank is a safe place to store funds because it has full support from the KB Financial Group of South Korea as the largest shareholder in KB Bank.	0.931
PERFORMANCE (CA=0.916, CR=0.916, AVE=0.704)	
KB Bank's rebranding has an impact on financial performance	0.832
KB Bank's rebranding has an impact on increasing new customers / new to bank	0.814
Existing customers will continue to make financial transactions with KB Bank or Wind Back transactions	0.869
Rebranding has increased KB Bank's profitability	0.851
Rebranding has an impact on the opening of new branch offices	0.832
KB Bank's rebranding has an impact on financial performance	0.832

Source: SmartPLS Output (2024)

An HTMT result <0.95 still indicates that there is acceptable discriminant validity, but closer to the threshold. This indicates that there is likely some overlap in the measurements, but not significant enough to question the validity of the model as a whole.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	BE	BI	BN	KB	BP	SAT	TRUST
BE							
BI	0.812						
BN	0.885	0.867					
KB	0.840	0.889	0.779				
BP	0.861	0.912	0.827	0.938			
SAT	0.788	0.749	0.708	0.791	0.806		
TRUST	0.807	0.822	0.766	0.826	0.841	0.795	

Source: SmartPLS Output (2024)

VIF between 1 and 5 indicates moderate collinearity. Although there is correlation between variables, its influence on the regression coefficient estimates is still acceptable and not significant enough to interfere with the interpretation of the analysis results.

Table 5. Variance Inflation Factor (VIF)

	BE	BI	BN	KB	BP	SAT	TRUST
BE				4.350		3.860	
BI				4.436		4.185	
BN				4.117		4.103	
KB							
BP				4.731		4.256	
SAT				2.821			1.000
TRUST				3.710			

Source: SmartPLS Output (2024)

The model for Performance has very good explanatory power with an R^2 value above 0.794, while the models for satisfaction and trust also show significant relationships but are not as strong as the performance model. The Adjusted R-squared value provides a more accurate picture of the strength of the model considering the number of independent variables, and all values are at an acceptable level for regression analysis.

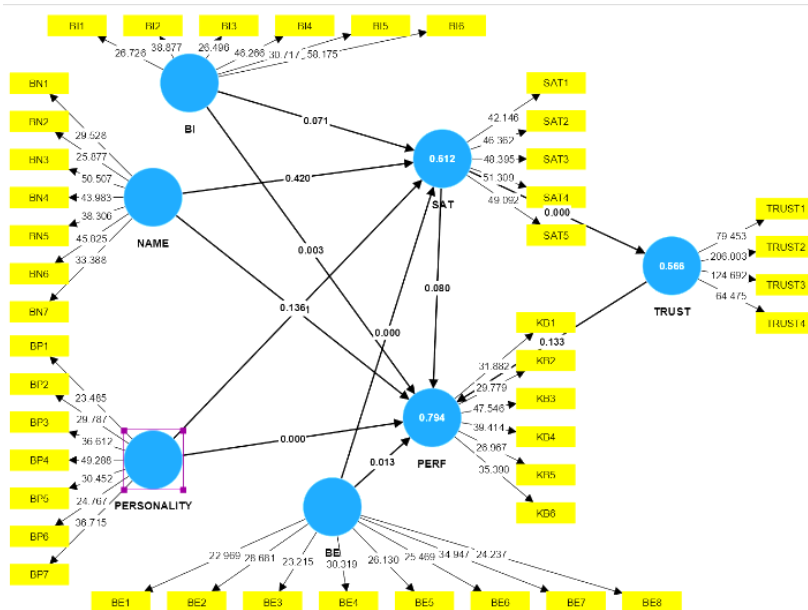
Table 6. R-Square

	R-Square	R-Square Adjusted
Performance	0.794	0.787
Satisfaction	0.612	0.603
TRUST	0.566	0.564

Source: SmartPLS Output (2024)

Hypothesis Testing

In hypothesis testing, of the 11 hypotheses, 6 hypotheses were supported and 5 hypotheses were rejected because they had a t-statistic value above 1.645.

**Figure 2. Hypotheses Testing****Table 7. Hypotheses Testing**

Hypotheses	Original Sample	t-statistic (>1.645)	P value (<0.05)	Result
H1 Brand Identity has positive effect on satisfaction	0.137	1.469	0.071	Not Supported
H2 Brand Identity has a positive effect on performance	0.260	2.744	0.003	Supported
H3 Brand Name has a positive effect on satisfaction	-0.020	0.203	0.420	Not Supported
H4 Brand Name has a positive effect on performance	-0.087	1.097	0.136	Not Supported
H5 Brand personality has a positive effect on satisfaction	0.344	2.970	0.001	Supported
H6 Brand personality has a positive effect on performance	0.413	4.054	0.000	Supported
H7 Brand elements have a positive effect on satisfaction	0.375	3.730	0.000	Supported

	Hypotheses	Original Sample	t-statistic (>1.645)	P value (<0.05)	Result
H8	Brand elements have a positive effect on performance	0.180	2.235	0.013	Supported
H9	Satisfaction has a positive effect on trust	0.753	12.338	0.000	Supported
H10	Satisfaction has a positive effect on performance	0.083	1.403	0.080	Not Supported
H11	Trust has a positive effect on performance	0.113	1.114	0.133	Not Supported

Source: SmartPLS Output (2024)

Based on the analysis in Table 6, out of the 11 tested hypotheses, 6 were supported by the data (t-statistic > 1.645 and p-value < 0.05, one-tailed), while the remaining 5 were not supported (t-statistic < 1.645 and p-value > 0.05, one-tailed). Specifically, the supported hypotheses include: H2 (Brand Identity on Performance, $t = 2.744$, $p = 0.003$), H5 (Brand Personality on Satisfaction, $t = 2.970$, $p = 0.001$), H6 (Brand Personality on Performance, $t = 4.054$, $p = 0.000$), H7 (Brand Elements on Satisfaction, $t = 3.730$, $p = 0.000$), H8 (Brand Elements on Performance, $t = 2.235$, $p = 0.013$), and H9 (Satisfaction on Trust, $t = 12.338$, $p = 0.000$).

Conversely, the unsupported hypotheses in this study are H1 (Brand Identity on Satisfaction, $t = 1.469$, $p = 0.071$), H3 (Brand Name on Satisfaction, $t = 0.203$, $p = 0.420$), H4 (Brand Name on Performance, $t = 1.097$, $p = 0.136$), H10 (Satisfaction on Performance, $t = 1.403$, $p = 0.080$), and H11 (Trust on Performance, $t = 1.114$, $p = 0.133$). These results indicate that while some tested variables have a significant influence on satisfaction and performance, others do not exhibit a strong relationship based on the statistical values obtained.

5. Discussion

The findings of this study indicate that brand identity, brand personality, and brand elements significantly influence customer satisfaction and performance. This is consistent with previous research that highlights the importance of brand elements in enhancing satisfaction and organizational performance (Amoah, Osei, & Agyemang, 2021). A well-defined brand identity can strengthen customer relationships, increase loyalty, and drive long-term company performance growth (Aaker, 2009).

On the other hand, this study did not find a significant relationship between brand name and either customer satisfaction or company performance. These results contradict prior research, which suggested that a memorable brand name can enhance purchase intention and consumer trust (Ahmad, Sari, &

Prabowo, 2023). One possible explanation for this discrepancy is the different research context, where other factors such as service quality and digital banking may also play a crucial role in shaping customer perceptions of a brand (Jana, Gupta, & Sharma, 2021).

Additionally, although customer satisfaction was found to influence trust, the findings did not support the hypothesis that customer satisfaction directly affects company performance. This can be explained by the concept that customer satisfaction does not always lead to immediate performance improvements but rather acts as an intermediary factor that influences customer loyalty and recommendations before ultimately impacting organizational performance (Aguinis, Gottfredson, & Joo, 2022).

Furthermore, this study reveals that trust does not have a significant impact on performance. This differs from previous research, which suggests that trust plays a crucial role in enhancing organizational performance (Setiawan et al., 2021). This discrepancy may be due to differences in industry sectors or external factors that affect the relationship between trust and performance. For instance, in the banking sector, customer trust may be more influenced by factors such as rebranding policies, financial regulations, and the bank's market reputation (Ahmad, Sari, & Prabowo, 2023).

Overall, this study emphasizes the importance of brand identity, brand personality, and brand elements in building customer satisfaction and company performance. However, the findings also suggest that the relationships between these elements are not always linear and may be influenced by various contextual factors. With the increasing development of digital banking, effective banking strategies must consider how brand identity and other brand elements can be integrated with digital services to enhance the overall customer experience (Amoah, Osei, & Agyemang, 2021).

6. Conclusions

This research succeeded in finding that several existing rebranding strategies such as brand identity, brand name, brand personality and brand elements. Only brand personality and brand elements can influence customer satisfaction. Meanwhile, brand identity, brand personality and brand elements have an influence on organizational performance in rebranding strategies in the banking sector. Meanwhile, brand name has absolutely no effect on satisfaction or performance. Furthermore, customer satisfaction and trust have no effect on performance.

The managerial implication of this research is that banks that want to carry out rebranding need to focus on establishing brand personality and brand elements used when carrying out rebranding because this can have an impact on satisfaction and

performance. Meanwhile, the brand name has no effect on performance and performance.

Suggestions for further research are to use the same model to examine rebranding strategies in other sectors such as retail, coffee shops, food and beverages, or other banks that have carried out rebranding. This research can also be carried out in other big cities, such as Surabaya. Add other variables such as brand awareness and brand image in further research.

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