

**REBRANDING AS A SYMBOL OF A NEW ERA OF A LOCAL SOY SAUCE COMPANY
(Case study on Logan Food Logo)**

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ABSTRACT

The soy sauce industry in Indonesia has enormous potential. However, the large number of present soy sauce products, both locally and nationally, makes the competition so tight. Various efforts are needed to survive, especially for local soy sauce companies; one is Lombok Gandaria soy sauce. In 2010, the soy sauce producer PT Lombok Gandaria took steps to do rebranding. A more attractive visual appearance and various breakthroughs in branding activities at several strategic points in the city of Solo are attractive to the public. The success of a company's rebranding cannot be separated from a very mature rebranding planning process. Using Mari Juntunen's theory of rebranding, this research describes a series of processes divided into three main parts, namely exploring the driving factors for rebranding, the rebranding process, and the outputs of the rebranding. In-depth interviews with designated design agency managers and branding practitioners became the primary data sources and were supported by secondary data sources through various literature sources. The results of this study indicate that rebranding activities are a long series of processes based on the awareness of company leaders that PT Lombok Gandaria needs a refresh of its brand, which is then realized through the appointment of a design agency. The process starts from research to the design stage. The design process consists of renaming, redesigning, launching, and evaluating processes. The visual elements created as the output of PT Lombok Gandaria's rebranding are manifested in the Logan Food logo, which presents a dynamic impression, with distinctive color patterns meaning strength and prosperity in line with the new vision of running the company's business. A new identity was born that could bring new enthusiasm for business development.

KEYWORDS: Rebranding, Soy Ketchup, Logan Food, Lombok Gandaria

1. INTRODUCTION

Indonesia is famous for its culinary richness. Various authentic Indonesian foods have been recognized worldwide, such as rendang, satay, and fried rice. These delicious recipes generally contain a combination of traditional natural herbs, spices, and other flavoring ingredients such as soy sauce. Soy sauce is one of the ingredients commonly used in cooking in Indonesia. Soy sauce (delightful soy

Lombok Gandaria since the company was founded. This rebranding process was carried out by a design agency called Ricksdesign which focuses on the world of food and beverage product branding.



Figure 2: Logo Before and After Rebranding (Sumber: Rendi Andrianto, 2020)



Figure 3: PT Lombok Gandaria's Product Billboard (Source: Rendi Andrianto, 2018)

Although measuring the success of a rebranding still needs further research, the visual appearance and rebranding activities at several strategic points in the city of Solo are enough to attract the attention of the people of Solo, thus intriguing researchers to dig deeper into how the rebranding process works. This study will describe a series of rebranding processes divided into three main parts: exploring the driving factors for rebranding, the rebranding process carried out, and the outputs of the rebranding itself. Furthermore, the meaning of the visual elements that appear as a result of the rebranding process will be explained from the output giving a dynamic impression to the public.

2. LITERATURE REVIEW

Several previous researchers have carried out several studies related to rebranding. Bamfo, Dogbe, Osei-Wusu [5] have studied rebranding activities in the Ghanaian banking industry. The result of the study reveals that rebranding had no statistically significant effect on perceived service quality, customer satisfaction, and customer loyalty in the Ghanaian banking industry. Another researcher focuses on rebranding brand equity and firm performance [21]. This finding indicates that brand equity

can have a strong influence without rebranding. A significant implication for this study is that rebranding is a risky operation that needs to be carefully managed. Similar to previous research, Zhao, Calantone, Voorhees, identify either strong or weak (even negative) influences of two fundamental dimensions of rebranding decisions: brand identity change and brand strategy change to firm value [26]. While Joseph et al. see from the internal perspective [1]. Available literature reports that the success of corporate rebranding can be seen from the response and perception of external stakeholders. However, employees also have an essential role in rebranding activities. This research uses semi-structured in-depth interviews and thematic analysis of the data. The results reveal that employees represent the brand values and fulfill the corporate brand promise, and upon rebranding, leadership facilitates changes to the corporate brand employee buy-in.

The current research of rebranding focuses on the realm of audience studies. Yalley [4] scrutinize the voter's affective, cognitive, attitudinal, and behavioral response to logo rebranding in the context of electoral management bodies operating in young democracies. Data were collected using a structured questionnaire and structural equation modeling and then analyzed. The findings identified that successful logo rebranding relies on its ability to leverage voter's emotional and cognitive response before and during the logo rebranding process and stimulate positive attitudinal and behavioral response after logo rebranding.

Different from previous research, which focused more on the effects/impact of rebranding, this research focuses more on the series of processes a rebranding need to be carried out by companies using the theory of Juntunen.

3. RESEARCH METHODS

This study used qualitative research methods. The primary data source in this study was an in-depth interview with Ricks design's design manager, Ricky Setiawan Sutjahya. This consideration is given because as a designer who handles the rebranding process directly, Ricky Setiawan Sutjahya has enough valid data for this research. In addition, interviews were also conducted with leading branding practitioner, Anton Rosanto. The secondary data in this study is composed of data outside the interview activities. Data collection in this study consisted of four activities, namely observation, interviews, literature study and documentation. Interviews were conducted in January and March 2020. To dismantle the process carried out by PT Lombok Gandaria, the researcher applied Juntunen's theoretical framework [15]. His framework was divided into four sub-processes: renaming, redesigning, launching, and evaluating, but this study only studied up to the renaming and redesigning stages based on the limited data found in the field.

Based on the description of the research method above, a research scheme is needed to clarify the research workflow further. The use of this scheme is intended so that research can run in a structured and systematic way. The stages of research related to the rebranding strategy and process taken by PT Lombok Gandaria can be described through the research scheme, as follows:

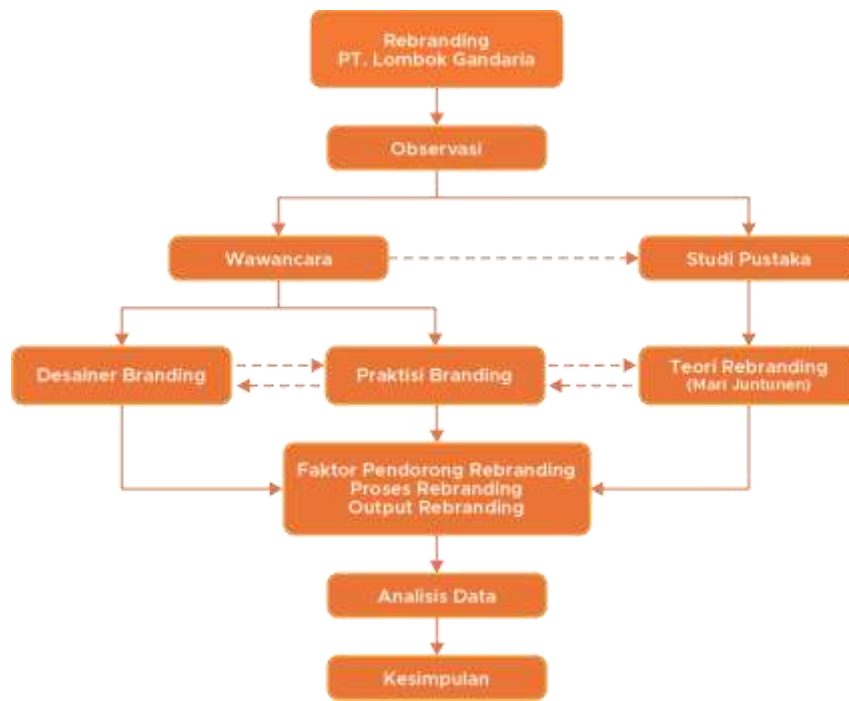


Figure 4: Research Flowchart (Source: Rendi Andrianto, 2020)

4. RESULTS AND DISCUSSION

4.1. Rebranding Driving Factors

The rebranding process is closely related to the driving factors why rebranding is carried out. Various factors can lead to the decision to rebrand. The main factor driving rebranding is a change in the strategy of a company. The rebranding factors are divided into two, namely, in terms of name changes and logo changes. These factors have specific causes, which are broadly caused by changes in the company's body, external factors, and problems regarding the company's image.

“Rebranding is a process carried out to deal with changes in the company or market by changing self-identity to provide a newness in the minds of consumers and a different image than before. Rebranding is certainly carried out with different methods or ways in each company but is usually done in order to survive in business competition or develop new markets according to the company's development goals.” (Anton:2020)

Changes from the inner side of the company also encourage the idea of improving the company's identity. Of course, with the existing spirit of change, branding is needed to support the company's development. Looking at some of its competitors' products that already have a reasonably well-established branding, PT Lombok Gandaria also feels the need to improve its company branding.

“The decision came from Mr. Gunawan, he is more modern, he already sees that Logan needs rebranding. The rebranding discussion was carried out on a one-on-one basis with Mr. Gunawan. In terms of logo comparison, from what I see this logo [old logo].” (Ricky:2020)

The realization of the company's vision, mission, and strategy, was followed up by Gunawan Pranoto as the company's leader through an idea that it was time for PT Lombok Gandaria to rebrand. A new spirit of new leadership that demands new changes for the company's development.

4.2. Rebranding Process Analysis

The rebranding process is divided into four: the renaming sub-process, the redesigning sub-process, the launching sub-process, and the evaluating sub-process. The rebranding process began by appointing Ricksdesign as the agency tasked with handling a series of rebranding processes for PT Lombok Gandaria.

4.3. Rebranding Sub Processes

a. Renaming Stage

The process in the renaming stage begins by analyzing the pre-existing names. PT Lombok Gandaria, which was founded in 1973, has a fairly distinctive name. The name is composed of two words, namely Lombok and Gandaria. The word Lombok in Javanese means chili in Indonesian. While the word Gandaria is a designation for one of the names of the fruit. Given the importance of a name, the sub-processing of renaming must be done with great care.

The new name design must be able to accommodate the values built in the last name. The choice of a new name must also reflect the company's vision without losing the existing values. PT Lombok Gandaria also carried out the name change process as part of the rebranding process. Based on the consideration of the company leadership, the name Logan Food was chosen as the new name in the identity of PT Lombok Gandaria.

b. Redesigning Stage

The process in this redesigning Stage begins with a manual sketch design process. After that, the design digitization process is carried out. Ricksdesign designed more than twenty initial designs. The amount is then trimmed to a smaller amount following predetermined criteria. After that, several concepts considered quite good were selected to be presented to PT Lombok Gandaria. The following are the logos that have passed the evaluation process and are being refined:



Figure 5: Logan Food Logo (Source: ricksdesign, 2020)

c. Launching Stage

As far as observations made during the research, no clear data or archives have been found regarding the process of launching the new brand of PT Lombok Gandaria. The limitations of this data are given that during this research, PT Lombok Gandaria was not possible to receive observations for research purposes. Therefore, this research cannot discuss in more detail this sub-process of launching.

d. Evaluating Stage

Reviewing the case study of the PT Lombok Gandaria rebranding process, the evaluation process has been carried out continuously throughout the rebranding process. The evaluation found during the study was an evaluation during the process of designing a new logo design. The logos were then presented again, and PT Lombok Gandaria carried out a review process. The results of this review are input to modify one logo by combining it with typography from other logo concepts. Based on these evaluation considerations, adjustments were made to match the expectations of PT Lombok Gandaria.

4.4. Rebranding Output

This rebranding process resulted in the main output in the form of a new logo for PT Lombok Gandaria with the name Logan Food. The following is the output of the rebranding process carried out by PT Lombok Gandaria:

Table 1: The output of the Rebranding Process (Source: Collect by Rendi Adrianto, 2020)

Main Logo	
One Color Version	
<i>Inverted Color Version</i>	
Secondary Logo	
Label and Packaging Design	
Name Card	

4.5. Rebranding Category

After seeing the type of name change and the type of logo change above, it can be classified what type of rebranding PT Lombok Gandaria did. This categorization can result in a complete, minor, or moderate type of rebranding. This classification can be done by combining the two types above into one table as follows:

Table 2: Rebranding Classification (Source: Rendi Andrianto, 2020)

Name Change Type	Logo Change Type	Rebranding Category
Reinventing (small changes by adopting a pre-existing name, either adding or subtracting). This change is included in the category of minor changes.	Renewal (a complete change from the old logo, designing a completely new logo, different from the existing logo). This change is included in the complete change category.	Intermediate change (change in the moderate level). This category is generated because of minor changes and complete changes in logo change and name change.

4.6. Visual Element Analysis

4.6.1. Overview of PT Lombok Gandaria's New Logo

Design can be a means to communicate a company's values into a visual form of a logo. Every visual logo generally contains meaning in its constituent elements. The following is the anatomy of the new logo of PT Lombok Gandaria:



Figure 6: Anatomy of the Logan Food Logo (Source: Rendi Andrianto, 2020)

4.6.2. Visual Elements Overview

a. Line Element

The character of a line can be understood by identifying the shape, direction of the line, and size. In general, curved lines have the meaning of gentle and directed. Dimensionally, the curved line in this logo is divided into two, namely the long and the short. The shorter the curvature of a line, the deeper the angle of the curve. The line elements in this logo display a dynamic impression where almost all elements in this logo are composed of curved lines. In addition, it also emphasizes the softness that has direction.

b. Shape Element

When viewed as a whole, this logo has the basic shape of a circle that has been deformed. Depictions of shapes emphasize the interpretation of characters by changing the shape of objects considered representative or taking certain elements that represent the character of the interpretation that is essential. When put together, these forms imply the form of a mother holding something in her arms. This meaning can be seen from the curved shape of the letters. In addition, at the end of the shape of

the letter g resembles hands embracing. The mother's form of holding is symbolized as a principle about giving everything the best. These shapes also symbolize the initials "l" and the letter "g" as the initial letters of the word Logan Food. The use of initials generally aims to make it easier to identify a form with a connection to a name.

c. Color Element

The color red is synonymous with a burning spirit and courage. As a primary color, red has quite a significant power when used. Red as the dominant color in this logo represents a strong impression of the meaning of courage and spirit. If this color stands alone, it can create a different impression, but there is another color in this logo, namely gold, which is the balance of the dominant color. The color gold is generally juxtaposed with the impression of luxury and the meaning of wealth or glory. Although the gold color is only a small part of the overall color in this logo, this color plays an essential role in reinforcing the elements of success and vision. In addition, the gold color can also mean it contains priceless historical value.

d. Typographic Elements

Typography in the logo also affects the characters that make up the impression of a logo. Typography also plays an essential role as part of a logo which consists of a wordmark and a picture mark. The selection of typographic characters that do not match the shape of the picture mark can result in a less clear impression that a logo will present. The following is an analysis of the typography in the Logan Food logo. The use of serif fonts with modifications according to curved shapes gives the impression that Logan Food has a close historical value of tradition. The curvy typography and the use of lowercase letters add a friendly feel.

5. Conclusion

Rebranding activities are a long and vital series of processes. The company leadership's awareness revealed the driving factor for this rebranding decision: PT Lombok Gandaria needed a refresh on its brand. PT Lombok Gandaria followed up this decision by cooperating with a design agency partner, in this case, Ricksdesign F&B Consultancy.

The rebranding strategy starts from research (company research, target audience, market conditions), then enters the design stage. The rebranding design process consists of a name change process (renaming), a logo change process (redesigning), a launch process, and an evaluation. The process is carried out in stages until the new branding can be realized.

The change in leadership is one of the triggers for the start of a new era that encourages rebranding process. The visual elements of the rebranding output of PT Lombok Gandaria are in line with the new vision of running its business. This new identity can bring new enthusiasm for business development. Visually, the meaning of the new logo is revealed in the Logan Food logo, which presents a dynamic impression, with distinctive color patterns with the meaning of strength and prosperity.

6. Limitations and Future Studies

This research has uncovered the rebranding process carried out by PT Lombok Gandaria in depth through direct interviews with the designated designer manager agency supported by interview data from leading branding practitioners. However, as a series of rebranding processes, one more step cannot be completed, which is to measure the success rate of this rebranding through the study of a wider audience in accepting this rebranding. Therefore, it is necessary to continue further research to see the impact of this rebranding on society, the audience's acceptance of the new brand from PT Lombok Gandaria through audience studies, and the economic field.

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