

The Effect of “Solv” Logo Rebranding to Customer-Based Brand Equity of Gojek Indonesia

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ABSTRACT : The rapid development of a brand or a company in order to always be able to keep up with the needs of its consumers sometimes make their identity, especially the logo of the brand or the company must be adjusted to keep it in line with the products or services offered, such as Gojek who recently done a logo rebranding from their old logo into a new one called "Solv". The development of Gojek who initially is an ojek call center service which has now transformed into a Super App that provides 20 services, is making the old Gojek logo that shows sketches of an ojek driver no longer feels right. This research is done to determine whether there is an influence between the “Solv” logo rebranding on customer-based brand equity of Gojek Indonesia. This research was conducted by distributing questionnaires to 105 respondents who were divided into 3 groups of respondents; Gojek application users in Jakarta, Gojek drivers in Jakarta, and Gojek merchants in Jakarta. The results show that there is an influence between "Solv" logo rebranding to customer-based brand equity of Gojek Indonesia by 40.6%.

KEYWORDS : Logo, Rebranding, Customer-Based Brand Equity

I. INTRODUCTION

Indonesia is the largest archipelagic country in the world which has more than 17,000 islands, of course, Indonesia needs adequate transportation facilities to meet the daily needs of its people (Ministry of Transportation and Public Information Bureau, 2017). Apart from that, the means of transportation can also have a significant effect on economic growth. Due to the importance of facilities transportation, the government has begun to focus on building a sector that supports the transportation needs of the community, from infrastructure to public facilities. In Jakarta itself, in 2019 it has started operating 2 new rail-based transportation modes, namely the MRT and LRT. The development of transportation services which is quite massive lately has received good appreciation from the community.

The current era, technology and the internet today have helped facilitate various things in the transportation sector, such as the existence of an e-money card for a practical means of payment, a complete and up-to-date transportation information provider application, and many more benefits from technological sophistication. and the internet which greatly facilitates the use of the means and infrastructure for transportation modes, especially in Indonesia. Although the development of transportation in Indonesia is quite rapid, the current public transportation is deemed insufficient to meet the daily mobilization needs of the population, especially in big cities in Indonesia.

From this problem, Gojek is here as one of the startups in the transportation sector to be an answer to people's difficulties in moving from one place to another practically and quickly. PT. The Karya Anak Bangsa application, or commonly known as Gojek, is a startup made by the nation's children that has the vision to help improve the structure of transportation in Indonesia, make it easy for its users to carry out their daily work, and contribute to the welfare of the existing motorcycle taxi drivers. in Jakarta and Indonesia in the future.

Starting in 2010, Gojek was originally just a motorcycle call center (ojek) service in Indonesia. In 2015, Gojek developed rapidly after launching an application with three services, namely: GoRide, GoSend, and GoMart. Since then, Gojek's pace has accelerated and continues to move up to become a leading technology group serving millions of users in Southeast Asia, which has now developed into a Super App, a multi-service platform that already has more than 20 services ranging from transportation to delivery messages. food, shopping, goods delivery, payment, massage, to house and vehicle cleaning services (Gojek, 2019).

The development of Gojek from what was originally a motorcycle taxi call center service which has now been transformed into a Super App that provides 20 services for making old Gojek logos that display motorbike riders' sketches no longer feels right. In 2019, to be precise on July 22, 2019, Gojek carried out a rebranding of the logo which replaced the old logo with their latest logo, which was dubbed the name "Solv" (Gojek, 2019). According to Muzellec & Lambkin (2006), rebranding consists of two well-defined terms: re and brand. Re is a prefix for an ordinary action verb that sometimes means "again" or "new," implying that the action is being performed a second time. Meanwhile, according to the American Marketing Association (in Muzellec & Lambkin, 2006), the word brand itself means a name, term, sign, symbol or design, or a combination of all, which aims to identify a product and/or service from a single seller or group of sellers, to differentiate it from other sellers. In this case, the rebranding strategy that Gojek chose was logo rebranding. Gojek announced the change of this logo at a press conference on July 22, 2019, which was also broadcast live streaming on the Gojek Indonesia youtube account. Nadiem Makarim, CEO of Gojek at the time, explained that the logo rebranding was carried out to represent the entire ecosystem in Gojek, namely consumers, partners (drivers), and merchants. It is different from the previous logo which only depicts a sketch of a gojek driver, which at that time made Gojek look as if it only focused on its "Go-Ride" service (Gojek, 2019). According to Raja (2019), in his article published exclusively on the blog.gojekengineering.com site, as the UX Design Lead Brand from Gojek, he explained his explanation of the Solv logo design he made together with the other Gojek Design Team. Some see map pins - indicating Gojek is there for you no matter where you are. On the other hand, the circle on the Solv logo represents the Gojek ecosystem which is increasingly solid in providing benefits to all parties (Gojek Indonesia, 2019).

The nickname "Solv" is adopted from the word "solve" in English, which means solving problems, as an emphasis that Gojek is here as an answer to all existing problems. From the nickname "Solv", Gojek aims to spread the message that its service will always be ready to serve its consumers in all respects, to contribute in facilitating people's daily activities (Gojek Indonesia, 2019). This logo change, although it has many reasons and meanings behind it, has the main objective of representing their 3 main stakeholders which include consumers, partners, and merchants. However, when the Solv logo was present, there were many pros and cons that occurred in society, especially on social media. Although many appreciated Gojek's steps in changing its logo, there were also many negative responses aimed at the new Gojek logo. This negative response did not only arise from one aspect, but there were many things from the Solv logo that were criticized by the public.

According to Tjiptono (2015), a change in name or logo can have a revitalizing impact on the company, and this positive effect will only be realized in consumer perceptions if all strategies, communications, products, and services are aligned. In line with the revitalization impact, the rebranding strategy can also have an impact on the company's brand equity. Kotler & Keller (2012) defines brand equity as a value added to a product or service that can be reflected in how consumers think, feel, and act with a good response to a brand. A brand can be said to be successful (successful brand) if the buyer or user perceives that there is a relevant, unique, and sustainable added value that satisfies their needs most satisfactorily (Tjiptono, 2011). As we know, the customer is an important aspect that has even become the main benchmark for the success of every company. Therefore, the perception and point of view of the customer towards the brand are things that should be paid attention to by every brand. Because the customer's point of view towards a brand is important. Keller in his book "Strategic Brand Management" describes a theory known as Customer-Based Brand Equity. The implementation of rebranding carried out by PT Aplikasi Karya Anak Bangsa (Gojek Indonesia) is said to be successful if there is harmony or consistency of messages from what Gojek conveyed to what is perceived by the audience regarding this logo rebranding from the minds of consumers.

Previous research related to rebranding with the title, "The Effect of Rebranding on the Brand Equity of Bank BJB (Case Study of Customer Assessment of Bank BJB, Bojong Bandung Branch)" by Mutmainah (2014). This study describes brand equity as a set of assets and liabilities for a brand associated with a name, or symbol, which can add or reduce the value that a product or service provides to a company or customers. The results of this study indicate that the rebranding assessment and consumer brand equity are good. As well as rebranding, it has a simultaneous and partial effect on brand equity with an effect of 28.4%. Meanwhile, this study uses the X variable, namely Rebranding Logo and the Y variable is Customer-Based Brand Equity.

Next is research by Ariono (2017) with the title, "The Effect of Rebranding and Repositioning on the Brand Equity of Microsoft Lumia Smartphones." The result of this research is that rebranding is a process of changing the brand, name, and logo of an existing brand. One of the stages of rebranding is repositioning to change the brand's position in the minds of consumers. The research was conducted by distributing questionnaires to 175 respondents. The respondents are Lumia users since the Nokia era. Furthermore, data

processing is carried out using Structural Equation Modeling to prove the relationship of each research variable. The results of this study indicate that rebranding has no effect on brand equity if the brand being rebranded has a positive perception in the eyes of consumers. Ariono's research (2017) uses Variable X1, namely Rebranding, Variable X2, namely Repositioning, and Variable Y, namely Brand Equity. Meanwhile, this study uses the X variable, namely Rebranding Logo and the Y variable is Customer-Based Brand Equity. The similarity of research is that both use quantitative methods. The purpose of this study was to determine the effect, the magnitude of influence, and impact of the change in the "Solv" logo (rebranding) on Gojek Indonesia's Customer-Based Brand Equity on Gojek's main stakeholders, namely users, driver partners, and merchants. That reason makes the writer want to do research with the title "The Effect of Rebranding Logo "Solv" on Customer-Based Brand Equity Gojek Indonesia".

II. THEORETICAL FRAMEWORK

Symbolic Interaction Theory

The theory of symbol interaction was first put forward by George Herbert Mead. Mead believes that thoughts, self-concept, and the wider community in which we live are created through communication - symbolic interactions. The book that describes his theory, *Mind, Self, and Society*, explains how language is important for developing these three critical human characteristics. Without symbolic interactions, humanity as we know it would not exist. (Griffin, 2012, p. 54)

According to (West & Turner, 2010), interaction theory is centered on the relationship between symbols and interactions. Ralph LaRossa and Donald C. Reitzes (in West & Turner, 2010) stated that Symbolic Interaction is "a frame of reference for understanding how humans, together with one another, create a symbolic world and how this world, in turn, shapes human behavior".

According to Herbert Blumer (in West & Turner 2010), there are three assumptions from this theory; (1) Humans act towards others on the basis of the meaning others have for them, (2) Meaning is created in interactions between humans, (3) Meanings are modified through an interpretive process.

Logo Rebranding

Definition of Rebranding

According to Tjiptono (2014), the definition of a brand has been formulated in the Trademark Law No.15 of 2001 article 1 paragraph 1: "signs in the form of images, word names, letters, numbers, color arrangements or combinations that have unique distinguishing features and are used in trading activities of goods and services". Rebranding can be defined from the meaning of the word, namely re which means to return, and branding which is the process of creating a brand image that connects the hearts and minds of its customers. Rebranding is a marketing strategy that usually uses new names, terms, symbols, designs, or combinations that are created for brands established to develop a new identity in the minds of consumers, investors, and competitors. (Priansa, 2017, p.268)

Kotler (2012) p.281 suggests that improvement is a brand needed when a brand does not have a high value in the eyes of consumers or even tends to disappear from consumers' minds, and this process is called brand revitalization. Collange and Bonache (2015) also explain that the process of rebranding which is carried out by changing the name and even removing the attributes of the brand a pre-existing can cause negative responses from consumers, which in turn can result in decreased consumer confidence in the company. This negative response is caused because the customer is shocked by the changes in the brand that have occurred.

Dimensions of Logo Rebranding

Logo rebranding is not something that can be done easily. A logo is one of the most crucial things for people to get to know a brand. It can also be more difficult if a brand already has a logo that is well known to the public as the face of the brand. Therefore, changes to the logo from the old logo to the new logo must be considered as much as possible, and ensure that the new logo can be accepted by the public and is considered better than the previous logo.

According to Rustan (2009, in Everlin&Erlyana, 2020), the characteristics of a good logo consist of several things, namely long-lasting, unique, memorable, flexible, simple, and in accordance with the description of the company/product logo.

Customer-Based Brand Equity

Definition of Customer-Based Brand Equity

Keller (2013) defines customer-based brand equity as the effect of a consumer's differential response to a brand's marketing activities. A brand has customer-based brand equity positive when consumers react better to a product when the brand is identified than when it does not. On the other hand, a brand has customer-based brand equity negative if consumers react unfavorably to marketing activities for that brand.

A brand has customer-based brand equity positive when customers react better to the product being marketed and when the brand can be identified (Swasty, 2016, p.122).

Simply put, Customer-Based Brand Equity is Brand Equity that is accepted in the minds of customers of a brand. The brand equity that has been formulated and conveyed by a company may be received with different meanings and messages by customers.

Dimensions of Customer-Based Brand Equity (Brand Resonance Model)

According to Keller (2013), CBBE (Customer-Based Brand Equity) is also known as a brand resonance model. This model views brand building as a sequence of steps moving upward, each of which depends on the success of the previous step. These steps are referred to as the States of Brand Development which consists of 4 steps, namely brand identity (brand salience), brand meaning, brand response, and brand relationship (brand resonance).

III. RESEARCH METHOD

Research Method

The research was conducted from October 2019-June 2020. The research location was in Jakarta. This research uses quantitative methods. Sugiyono (2014b) explains that the quantitative method is a research method based on the philosophy of positivism, where this method is used to research a population or sample. Collecting data from quantitative methods using research instruments, and data analysis is quantitative or statistical, which has the aim of testing predetermined hypotheses. The approach used is a post-positivist approach that prioritizes quantitative data and emphasizes strengthening findings with the help of qualitative data (Wildemuth, 1993). Therefore, to strengthen and enrich the information for research results, the author will conduct further interviews with several selected respondents from each of the research sample groups.

Population and Research Sample

The word population is used to describe a group or group of objects that are the target of research (Bungin, 2018, p.109). The population used in this study is divided into 3 groups, namely: (1) Gojek application service users in Jakarta, (2) Gojek application service driver partners in Jakarta, and (3) Gojek application service merchants in Jakarta. While the sample part of the population that will be taken for research and the results of the research are used as a representation of the population as a whole. Thus, the sample can be expressed as part of the population taken by certain techniques or methods to be researched and generalized to the population. (Suryani&Hendryadi, 2015, p. 192). The samples in this study are: (1) Users of the Gojek application service in Jakarta, (2) Gojek application service driver partners in Jakarta, and (3) Gojek application service merchants in Jakarta.

IV. RESULT AND DISCUSSION

Result

Correlation Analysis

Table 1. Correlation Test Results for Variable X and Variable Y

| Correlations | | Rebranding Logo | Customer-Based Brand Equity |
|-----------------------------|---------------------|-----------------|-----------------------------|
| Rebranding Logo | Pearson Correlation | 1 | .638** |
| | Sig. (2-tailed) | | .000 |
| | N | 105 | 105 |
| Customer-Based Brand Equity | Pearson Correlation | .638** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 105 | 105 |

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

Source: Authors' processed data, 2020

From the results of the correlation test between variable X and variable Y, it can be concluded that X has a relationship with variable Y. This can be seen from the significance results which show a value of 0.000 where this value is less than the significance value of 0.05.

Judging from the results of the correlation test between the long-lasting dimensions of the variable Y, it can be concluded that from the table above, it can be seen that the Pearson correlation coefficient is 0.487 **. This means that the strength of the relationship between the dimensions memorable and the variable is customer-based brand equity quite strong, namely 0.445. This means that the strength of the relationship between the flexible dimensions and the variable is customer-based brand equity quite strong, namely 0.499. Judging from the results of the correlation test between dimensions according to the description of the company/product to variable Y, it can be concluded that from the table above, it can be seen that the Pearson correlation coefficient is 0.558 **.

Regression Analysis

Table 2. ANOVA Table

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|--------|-------------|---|-----------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 3370,761 | 70,527 | .000 | 1 | 3370,761 ^b |
| | Residual | 4922.801 | 103 | 47 794 | | |
| | Total | 8293.562 | 104 | | | |

a. Dependent Variable: Customer-Based Brand Equity

b. Predictors: (Constant), Rebranding Logo

Source: Author Processed Data, 2020

ANOVA table is used to determine whether there is a significant influence between the independent (free) variable and the dependent (dependent) variable in the regression test. The significance in the table above shows a value of 0.000 and this value is smaller than the significance value of 0.05. This means that Ho's hypothesis is rejected and Ha is accepted, it can be concluded that there is an influence between the X variable (rebranding logo) on the Y variable (customer-based brand equity).

Table 3. Coefficients

| Coefficients | | | | | |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 | 14,875 | (Constant) | 4,540 | 3,276 | .001 |
| | Rebranding Logo | .109 .638 | 8,398 .000 | | .917 |

a. Dependent Variable: Customer-Based Brand Equity

Source: Author Processed Data, 2020

Based on table3. Coefficients above shows a constant value (the value of a) obtained is at 14.875 and the coefficient (value b) = 0.917 so the regression linear is:

$$Y = 14.875 + 0.917 X A$$

Constant of 14.875 states that if there is no X variable (rebranding logo) then the Y variable (customer-based brand equity) will be 14.875. The regression coefficient of 0.917 states that each addition of the value of the variable X by one unit will increase the Y variable by 0.917 units.

Determination Coefficient Test

Table 4. Determination Coefficient Test Results

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .638 ^a | .406 | .401 | 6.91333 |

a. Predictors: (Constant), Rebranding Logo

Source: Author Processed Data, 2020

The value of R Square is one of the criteria in determining that the selected independent variable can accurately explain the dependent variable. The R Square value of 0.406 indicates that the change in variable Y (customer-based brand equity) can be explained by variable X (rebranding logo) of 40.6%, while 59.4% is explained by other factors.

Discussion

Rebranding Logo (Variable X)

There are six basic dimensions of rebranding, logo namely long-lasting, unique, memorable, flexible, simple, and in accordance with the company/product description. According to Rustan (2009), the correlation analysis conducted on the logo rebranding variable with the customer-based brand equity variable shows that the two variables have a relationship. On the other hand, the logo rebranding variable is also able to explain the customer-based brand equity variable. This means that the H_0 hypothesis is rejected and H_a is accepted, so there is an influence between variable X and variable Y.

Customer-Based Brand Equity (Variable Y)

There are four dimensions used to measure the customer-based brand equity variable proposed by Keller (2013), namely brand identity, brand meaning, brand response, and brand resonance. Through the results of SPSS, it is evident that the four dimensions can be used to measure the customer-based brand equity variable.

Research Findings

From all dimensions of variable X (logo rebranding), the correlation value to Variable Y (customer-based brand equity) from the Simple dimension gets the lowest value, namely 0.364 ** and the dimensions according to the description of the company/product get the highest correlation value, namely 0.558 * *. Based on the research results, it is known that the point of the statement 'Gojek's new logo design and its writing (font) is readable' which causes the correlation value of the Simple dimension to be low among other dimensions in variable X (logo rebranding). On the other hand, the statement 'Gojek's new logo is more in line with the services offered by Gojek compared to the previous logo' and 'Gojek's new logo reflects that Gojek always has various solutions for every situation' which is most relevant among other dimensions in variable X (logo rebranding).

The results showed that without the logo rebranding variable, the customer-based brand equity variable had a value of 14.875. The regression coefficient of 0.917 states that each addition of the value of the variable X by one unit will increase the Y variable by 0.917 units. The existing customer-based brand equity value of 14.875 without the presence of this logo rebranding means that Gojek Indonesia's customer-based brand equity value was already high before. Gojek Indonesia's high customer-based brand equity may have been formed previously through various communication strategies that have been implemented by Gojek. However, the existence of the rebranding "Solv" logo also helped to increase Gojek Indonesia's customer-based brand equity in a positive direction with a high enough value, amounting to 0.917 units.

From in-depth interviews with selected respondents, several research findings were found as follows:

1. The presence of the "Solv" logo was well received.

When compared to the previous logos which were very literal, the Solv logo is quite unique and requires a deeper understanding of its meaning and meaning. Because of the literal nature of the previous logo that made the logo depicting a sketch of a motorcycle taxi driver easily understood and recognized, plus that the logo had been used by Gojek for quite a long time.

But even so, Gojek application users who have been interviewed by the author admit that they have absolutely no difficulty understanding the Solv logo. They admit that the Solv logo is not without purpose. Users have experienced how fast the growth of Gojek is, from the introduction of new services, new features, and the progress of Gojek which is progressing day by day.

From this statement, the authors conclude that so far Gojek has grown with its stakeholders, so when the Solv logo was present, users welcomed and felt that Gojek had indeed grown into an application that not only provided services using motorbikes but had transformed into a multi-application, service, or what can be referred to as the Super App.

The driver respondents who were interviewed also shared the same opinion. Although some feel that the driver is no longer represented visually in the logo as before, the presence of the Solv logo makes drivers feel more confident. This confidence arose because according to the driver, the attributes of Gojek drivers such as jackets and helmets were no longer crowded and messy like before. The driver attributes are now simpler and more modern.

The Gojek driver also mentioned that in this logo rebranding, Gojek did not merely change the logo visually. Gojek drivers feel that the logo rebranding that is getting better visually is also followed by good service and treatment for the drivers. This is evident from the emergence of new features which are considered very useful, as well as the much better quality attributes of the drivers.

Merchant respondents also admitted that in fact on the previous logo they did not object, even though it was not represented by a logo that was only a motorbike, this did not directly affect Gojek's service to its merchants and merchants' services to their buyers. However, when the Solv logo arrived, merchants realized that

the Solv logo was more suitable and suitable for Gojek's current situation. Merchants feel that the Solv logo is very representative of all features, services, and the entire ecosystem at Gojek, both internal and external.

2. The "Solv" logo has different perceptions and understandings in the eyes of its stakeholders.

In interviews conducted by the author by several selected respondents, respondents gave various answers regarding the meaning and meaning of the new logo from Gojek. When asked what they saw from the Solv logo, the answers that came up included a Gojek helmet, a Gojek motorbike wheel, a meeting point, a search symbol (search button), and many more.

These varied answers were exactly what Gojek was aiming for in planning and shaping the visuals of the Solv logo. As has been written by Raja (2019) in his article published exclusively on the blog.gojekengineering.com site, as the UX Design Lead Brand from Gojek. He explained that, just like Gojek, Solv evokes a different emotion or perception in everyone who sees it, a logo that allows anyone who sees it to decide its meaning. Therefore, differences in perceptions about the Solv logo are not a problem, as long as they are interpreted positively.

Even though they have various answers, all the respondents interviewed by the author turned out to have the same assumptions regarding the presence of the Solv logo. All respondents mentioned that the Solv logo was here to replace the old logo which was no longer suitable for the already developed Gojek, providing services that were much broader than just motorbike or motorcycle taxi services.

After carrying out post-positivist research activities using quantitative and qualitative analysis, additional research findings were obtained regarding the stages of customer-based brand equity that had been reached. According to the results of quantitative research, the effect of rebranding on customer-based brand equity is good, with the dimension that has the greatest mean is the variable brand response consisting of brand judgments and brand feelings. This means that the Solv logo has the best judgment and feelings in the minds of consumers compared to other customer-based brand equity dimensions. However, this does not ensure that Gojek has reached the brand response stage from all stages possessed by the customer-based brand equity (brand resonance model) formulated by Keller (2013).

Through interviews, the respondents expressed their views on the meaning of the Solv logo with various answers. Even so, all respondents' answers are always followed by the same answer, namely the Solv logo is here to facilitate Gojek which has far developed. No unique messages or keywords were conveyed to research respondents. From this, it can be seen that respondents understand and accept the new logo well, but only to that extent, they still do not really understand its true meaning and meaning. So the author's provisional assumption from the interview respondents' answers is that Gojek Indonesia's customer-based brand equity regarding the Solv logo is currently still in the brand identity stage.

V. CONCLUSION

The main problem in this study is whether there is any influence between the rebranding of the Solv logo on Gojek Indonesia's customer-based brand equity. There are three groups of respondents sampled in this study, namely Gojek application users in Jakarta, Gojek driver partners in Jakarta, and Gojek merchants in Jakarta. Recommendations based on data and research results, academic advice that can be given is that the authors suggest that further research be held on 59.4% of other factors that explain changes in variable Y, further research can also use each stage of customer-based brand equity as mediating variables. Furthermore, practical advice that can be given is to prove that logo rebranding is the right step to increase customer-based brand equity if done well. However, even though in this study the Solv logo rebranding got positive results and a good response by the majority of respondents, it appears that there are still a small proportion of respondents who do not understand the meaning and meaning of the Solv logo.

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