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Leveraging visual identity redesign strategy: Its impact on consumer Perceptions and brand loyalty

By

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Abstract

Visual identity redesign is important for brands as it ensures companies can adapt to the operating environment and reposition themselves in the market. Additionally, when structural reforms occur in companies such as mergers and acquisitions, rebranding is deemed appropriate to create a new identity that meets the needs of the customers. However, visual identity redesign may lead to negative outcomes where a loss of customer-based brand equity is reported. The aim of this research was to investigate the impact of visual identity redesign on consumer perceptions and brand loyalty. Data was collected through a secondary research method where seven journal articles were evaluated through a thematic analysis process. The generated findings revealed that visual identity redesign positively impacted consumer perception and brand loyalty, especially for companies that were less known. However, a negative impact of visual identity redesign on consumer perception and brand loyalty was further reported for well-established brands. Findings also showed that visual identity redesign was important in enhancing the financial performance of brands by mediating consumer perceptions and brand loyalty. As such, brand managers ought to carefully weigh the decision to rebrand due to its significant impact on consumer-based brand equity.

Keywords: *visual, identity, redesign, consumer, perception, brand, loyalty*

Introduction

Background and Problem Statement

The visual identity of a brand is significant in its success as it enhances the brand's competitiveness. Vinitha, Kumar, and Purani (2021) describe visual identity as the core of the corporate brand's expression including its logos and brand colours which help represent and differentiate it in the marketplace. Phillips, McQuarrie, and Griffin (2014) also posit that the identity of a brand is important in creating relationships between the company and its consumers, thereby, creating a perception of brand personality. As such, brands emphasise enhancing their visual identities to maintain their relationships with their customers (AlOtaibi, 2024).

However, over time, rebranding of the visual identity is required in order to enable brands to adapt to the changes in the operating environment. Joseph et al. (2020) report that corporate rebranding is a common practice that enables brands to reposition themselves in the market. A case example identified is the Burberry fashion brand which rebranded in 2022 to reposition itself as a luxurious brand to younger audiences and the existing customer base (Desai, 2021). The implication is that visual identity rebranding can be adopted as a strategy to help brands reposition in the market and increase market share by appealing to more audiences, for instance, Burberry in Taiwan (Peng and Chen, 2017).

A further motivation for visual identity rebranding is its direct impact on increasing a brand's revenue. A study by Olteanu (2020) revealed that the rebranding of Burberry enhanced its financial performance by increasing sales revenue as it positioned itself in the younger cohort market. Keller, Geyskens, and Dekimpe (2020) also observed that the rebranding of Walmart increased the intrinsic brand strength in addition to reducing price elasticity. With the introduction of visual identity rebranding, the strength of the brand and its marketing mix are also further enhanced.

Despite the findings revealing the positive influence of visual identity rebranding on a brand's market reposition (Desai, 2021) and revenue (Keller, Geyskens, and Dekimpe, 2020; Olteanu, 2020), minimal research has been undertaken to identify how visual

identity rebranding influences consumer perceptions and brand loyalty. As such, the current study will address this gap and generate important insights to improve policy and practice. The study outcomes will add to the existing literature and also enable managers to make better decisions in order to enhance consumer loyalty and perceptions towards their brands.

Aim of the Study and Objectives

The research aims to investigate the impact of visual identity redesign on consumer perception and brand loyalty. The following objectives will be addressed:

- i. To critically investigate the factors influencing visual identity redesign among different brands.
- ii. To critically examine the factors affecting customer perception and brand loyalty.
- iii. To investigate the benefits of customer perception and brand loyalty.

Research Questions

- i. What is the impact of visual identity redesign on consumer perception and brand loyalty?
- ii. What is the impact of visual identity redesign on the financial performance of brands?

Research Hypotheses

H₁₀: There is no relationship between visual identity redesign and consumer perception and brand loyalty.

H_{1A}: There is a positive relationship between visual identity redesign and consumer perception and brand loyalty.

H₂₀: There is no relationship between visual identity redesign and the financial performance of brands.

H_{2A}: There is a positive relationship between visual identity redesign and the financial performance of brands.

Report Organisation

The report is structured into five chapters. In the first chapter, the background of the problem is outlined as well as the research questions and objectives are addressed. The second chapter presents the findings from the literature review while in the third chapter, the research methodology is detailed. In the fourth chapter, the findings obtained in the research are presented and discussed to address the research questions. The final chapter concludes the research and outlines recommendations for future practice.

Literature Review

A prerequisite to examining empirical research that explores the association between visual identity redesign, customer loyalty, and financial performance is to identify a theoretical framework. Luft et al. (2022) postulate that it is important to develop a theoretical framework as it illuminates the phenomenon under study and the assumptions that are adopted by the researcher. As such, developing the theoretical framework enabled the researcher to understand the underlying relations between visual identity redesign, customer loyalty, and the financial performance of brands. The theory adopted in the current research is the value-percept theory which postulates that customer satisfaction is an emotional response that is triggered by a cognitive evaluative process whereby perceptions of an offer are compared against needs, values, and desires (Westbrook and Reilly, 1983). The justification for adopting the theory was that it illuminated how customer perceptions and loyalty are likely to be positively influenced by visual identity rebranding. In this view, successful visual identity rebrands influence customers to purchase from the brand and remain loyal to it (AlOtaibi, 2024).

Visual Identity Redesign Impact on Customer Loyalty, Perceptions, and Financial Performance

This section examines empirical studies that have explored the influence of visual identity redesign on customer loyalty, perceptions, and the financial performance of different brands. The insights generated will reveal current knowledge on these thematic

topics and further illuminate the existing literature gaps yet to be addressed.

Factors motivating visual identity redesign

Brands redesign their visual identities based on diverse underlying factors. First, as Phillips, McQuarrie, and Griffin (2014) postulate, rebranding is important to reposition a brand in the market and enhance their relationships with the existing customer base. Blazquez et al. (2019) supported Phillips, McQuarrie, and Griffin (2014) who also revealed that rebranding influences a shift in customer associations toward the new brand identity. The insights underline the importance of rebranding and repositioning the brand towards a new target market to enhance overall market share. However, Marques et al. (2020) contradict Phillips, McQuarrie, and Griffin (2014) and Blazquez et al. (2019) where they argue that rebranding may be unsuccessful and subsequently, jeopardise the brand equity of an existing brand, leading to the loss of the existing positive associations with the brand. Puspitasari, Mahrinasari, and Pandjaitan (2022) support Marques et al. (2020) by also revealing that in some instances, rebranding can be a threat where it leads to the loss of brand equity and causes a disconnection gap among its existent market segment. The contradictions emphasise the sensitivity of rebranding and the importance of brands determining whether to implement the strategy of visual identity redesign. A further implication of the contradiction is that brand managers should conduct a cost-benefit analysis that evaluates the benefits and anticipated shortcomings of rebranding for any given brand.

A further motivation for the redesign of the visual identity of a brand arises from mergers and acquisitions. In their study, Erjansola et al. (2021) examined how visual and identity-based logo associations were influenced by university mergers where insights showed that the new visual identity created a positive sense of brand association. Vandiver (2023) reiterated Erjansola et al. (2021) where they reported that rebranding was motivated by the structural changes involved in the merger or acquisition of companies. The insights from these studies are that changes in the structures of

companies that arise due to mergers motivate companies to rebrand to create a new position in the minds of their customers and stakeholders. As a result, the new company can leverage the redesigned identity to generate more revenue for the brand in new market segments.

Influence of visual identity redesign on customer perceptions and brand loyalty

The insights from the review undertaken so far indicate that the redesign of visual identity can be motivated by the desire of the brand to reposition itself in the market especially after it has become obsolete. Similarly, the rebrand may also be necessary after structural change due to mergers or acquisitions where brands seek to create a new identity that reflects the change. This section further examines how visual identity redesigns influence customer perceptions and their loyalty to the brand. A key finding identified is that visual identity redesign positively influences customer perceptions toward brands (Erjansola et al., 2021). The research by Erjansola et al. (2021) showed that the visual identity redesign of Aalto University following its merger created a positive brand association among university students. Müller, Kocher, and Crettaz (2013) identified a similar finding where they reported that visual identity redesigned rejuvenated brands and subsequently, improved the perceptions of customers towards them. The research also showed that rejuvenated logos that were more modern enhanced brand identity and improved customer loyalty toward the brands (Müller, Kocher, and Crettaz, 2013). Williams et al. (2021) reiterated Müller, Kocher, and Crettaz (2013) who reported that sport rebranding through logo redesign had a positive influence on the loyalty and attitudes of the fans toward the brands. The similarity between these studies underlines the close relationship between visual identity, customer perceptions, and brand loyalty.

However, contradictory findings have also been reported which indicate that visual identity redesign does not positively affect consumer perceptions. For instance, Rui-qin, Wang, and Zhang (2023) contradicted Müller, Kocher, and Crettaz (2013) by

revealing that visual identity redesigns that involved a change from angular to circular logos negatively affected customer perceptions, especially among premium brands. The insights showed that some rebrands threatened customer perceptions towards a brand and led to the loss of a premium effect. The contradiction implies that rebranding may generate negative outcomes for brands as it results in the loss of customer perceptions. Gordon (2023) identified a similar finding as Rui-qin, Wang, and Zhang (2023) and cited an example of the GAP rebrand which only lasted 6 days due to the negative perceptions it generated among its customers. The direct implication of the similarities is that customers are highly sensitive to visual identities and radical changes in the image can lead to negative perceptions.

Further review also identifies the impact of visual identity redesign on the financial performance of brands. A study by Nana et al. (2019) investigated the impact of visual identity redesign on brand equity and overall financial performance where the redesign was measured by assessment of aspects such as store layout, franchising, and perceived quality. The generated findings revealed that rebranding influenced the store layout and the brand equity directly impacted customer experience and firm performance (Nana et al., 2019). Soleimani et al. (2022) contradicted Nana et al. (2019) where reported that visual identity redesign did not have any impact on financial performance although it generated a positive impact on brand loyalty. The contradictions suggest an existing research gap regarding the influence of rebranding on the financial performance of organisations. Addressing such gaps will enable managers to make more informed decisions regarding rebranding choices to increase brand equity and enhance customer perceptions of the brand's quality.

Methodology

The research was guided by the interpretivism philosophy which advocates for the creation of knowledge for a given phenomenon through a subjective process, whereby actors interact with the real world (Chowdhury, 2014). The rationale of the philosophy in the



research arose from the fact that knowledge regarding the impact of visual identity redesign on consumer perception and brand loyalty would only be obtained through examining the interactions between businesses that redesigned their visual identities and their customers.

The exploratory research design was also justified in the study based on its discovery-oriented nature and its suitability in areas of study where minimal study has been undertaken (Devi, 2017). Therefore, adopting the exploratory design facilitated the development of knowledge and advancement of the research area. The qualitative method was further adopted based on its suitability for collecting in-depth data insights pertaining to the research problem (Cleland, 2017). As a result, the research would examine descriptive and text-based data.

Data Collection

To collect the qualitative data in the study, the secondary research method was adopted, whereby pre-existing data collected from other scholars were examined to address the formulated research questions (Cheong et al., 2023). The secondary research method was justified based on the availability of published sources in the area that would facilitate addressing the research questions. The subsequent phase involved developing the search strategy to guide the selection of published sources to facilitate data collection.

First, it was essential to identify reliable data sources to ensure credible findings were obtained in the research. As such, databases such as Springer, Taylor and Francis, Google Scholar, IEEE Xplore and Sage and ScienceDirect were identified. The second phase regarded the definition of keywords from the research questions to facilitate the collecting of the study articles. The keywords included: “visual”, “identity”, “redesign”, “impact”, “brands”, “consumer”, “perceptions” and “loyalty”. The keywords were combined using Boolean operators such as AND/OR to enhance the scope of the results in the databases.

With the keywords defined, the next phase involved identifying inclusion and exclusion criteria as shown in Table 1.

Focus	Inclusion criteria	Exclusion criteria
Scope	Studies that examined the impact of visual identity redesign on consumer perception and brand loyalty, financial performance of brands	Studies that did not focus on visual identity redesign or its impact on brand loyalty and consumer perception, financial performance
Year	2014-2024	Before 2014
Language	English	Italian, Chinese, German
Sources	Peer-reviewed journal articles	Grey articles, websites

Table 1. Inclusion and Exclusion Criteria (Author, 2023)

As detailed in Table 1, the inclusion criteria emphasised articles published in English and whose scope was the impact of a visual identity redesign on consumer perception and brand loyalty. The type of articles that would be examined included peer-reviewed journal articles based on their reliability. The research also focused only on studies published in English to avoid further translation. In total, the research examined 9 different articles.

Data Analysis

The collected 7 sources in the research were analysed using a thematic analysis method which involves the extraction of themes that summarise the key findings from the data (Nowell et al., 2017). The justification for adopting thematic analysis arose from its wide acceptance in the scientific community as the standard method of qualitative data analysis (Castleberry and Nolen, 2018). To undertake thematic analysis, the first phase involved the examination of the research articles in order to gain familiarity with the key ideas that were shared. Thereafter, the sources were re-examined to identify patterns of similarity that were labelled as

codes (Nowell et al., 2017). In the subsequent phase, the codes were combined into themes that summarised the key findings generated in the research. The themes were reported in the subsequent findings and discussion chapter.

Research Ethics

The methodology was guided by two main research ethics. First, it was pivotal to ensure that plagiarism was avoided and all ideas reported in the work were also well-referenced and attributed (Bhola, 2015). Subsequently, in-text citations were added to the work where ideas were obtained from other authors. Second, modifying the findings was also avoided in order to ensure that there was no falsification of records (Mousavi and Abdollahi, 2020). As a result, the reported findings presented an accurate position on the impact of visual identity redesign on consumer perception and brand loyalty.

Findings

The research examined 7 journal articles through a thematic analysis method. Two themes were identified as summarised in Table 2.

Theme	Description
Theme 1: Influence of visual identity redesign on consumer perceptions and brand loyalty	The theme discussed the impact of visual identity redesign on consumer perceptions and brand loyalty
Theme 2: Influence of visual identity redesign on financial performance of brands	The theme elaborated on the impact of visual identity redesign on the financial performance of brands.

Table 2. Research Themes (Author, 2023)

The findings aligned with the themes highlighted in Table 2 were presented in the subsequent section:

Theme 1: Influence of visual identity redesign on consumer perceptions and brand loyalty

The first theme was addressed through the examination of five articles (Roy and Sarkar, 2015; Bamfo, Dogbe, and Osei-Wusu, 2018; Titi and Antoni, 2018; Arbi and Aminah, 2023; Mensah and Brew, 2023). The synthesis of the articles revealed divergent insights regarding the impact of visual identity redesign on both consumer perceptions and brand loyalty. The study by Arbi and Aminah (2023) examined the impact of hotel rebranding on the perceived quality, brand awareness, and loyalty among customers where findings showed that there was a positive impact of rebranding on customer brand loyalty, brand awareness, and perceived quality. The insights indicated that hotels that rebranded were able to positively influence consumer loyalty and perceptions regarding the overall quality of services delivered. Mensah and Brew (2023) supported Arbi and Aminah (2023) where they also demonstrated a positive relationship between brand distinctiveness, which arose from the redesign of visual identities, brand loyalty, and consumer attitudes among consumers of alcoholic and non-alcoholic beverages. The insights from these studies indicated that brand loyalty and consumer attitudes towards brands were positively influenced by rebranding activities.

Further studies investigated the influence of rebranding on elements of brand equity in different companies. The study by Titi and Antoni (2018) which examined the impact of corporate rebranding on consumer attitudes in the media industry, showed that there was a significant impact of corporate rebranding on brand equity, perceived quality, and brand loyalty. The insights showed that media companies that adopted rebranding as a repositioning strategy were able to positively influence perceived quality and brand loyalty aspects. However, Roy and Sarkar (2015) contradicted Titi and Antoni (2018) where they reported that the rebranding of established brands led to the diminishing of the customer-based brand equity (CBBE) of well-known brands while

enhancing the CBBE of less-established brands. The contradiction indicated that corporate rebranding was only favourable for less-established brands where it improved consumer attitudes and perceptions towards them. However, rebranding established brands was identified to negatively affect customer perceptions towards such brands. Bamfo, Dogbe, and Osei-Wusu (2018) also contradicted Titi and Antoni (2018) where they showed that rebranding did not exert any impact on customer loyalty, attitudes towards brands, and customer satisfaction. The contradictions suggested that rebranding strategies were only effective for some types of businesses as bank consumer attitudes were not affected by the rebranding strategies adopted. The implication is that brand managers dealing with banks are required to keenly reconsider rebranding as a strategy to influence their customer attitudes based on the lack of impact of rebranding on bank performance.

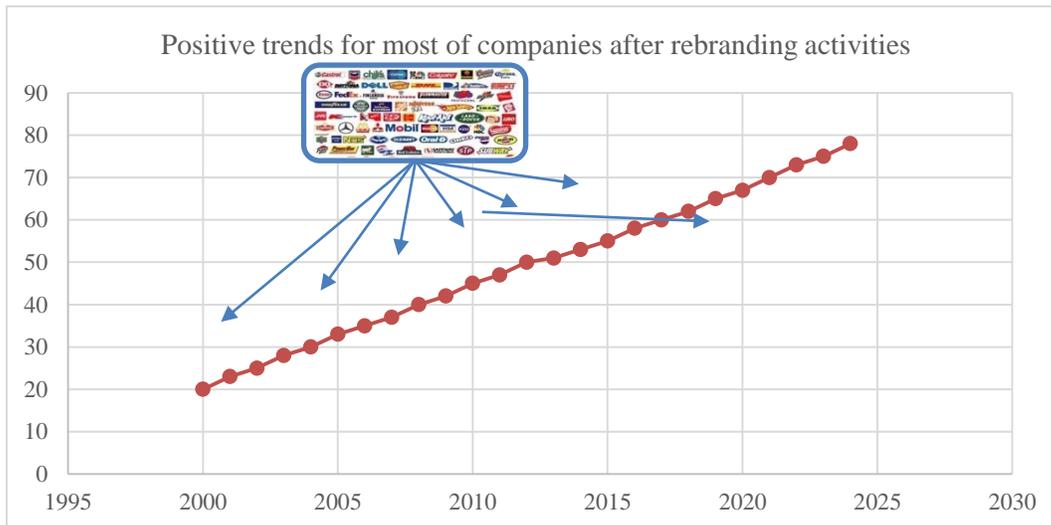


Figure 1: Positive trends for most of companies after rebranding activities (2000-2024)

Figure 1 shows the growth in most companies' interest in rebranding activities from 2000 to 2024. The increased trend line highlights the periods of most company's interest with their visual identity redesign by reestablish their brand's market and audience;

redefine their vision, mission, and values; rename; reconsider their slogan; rebuild their identity; track consumer perceptions and their brand loyalty; and then plan a successful launch. The data in Figure 1 reveals an upward trend in consumer perceptions in rebranding activities, starting at around 20% in 2000 and reaching approximately 80% by 2024. This trend underscores the effectiveness of rebranding initiatives in fostering appreciation the consumer market and illustrates the effeteness of brand loyalty-driven on the growth of the visual identity redesign products over time.

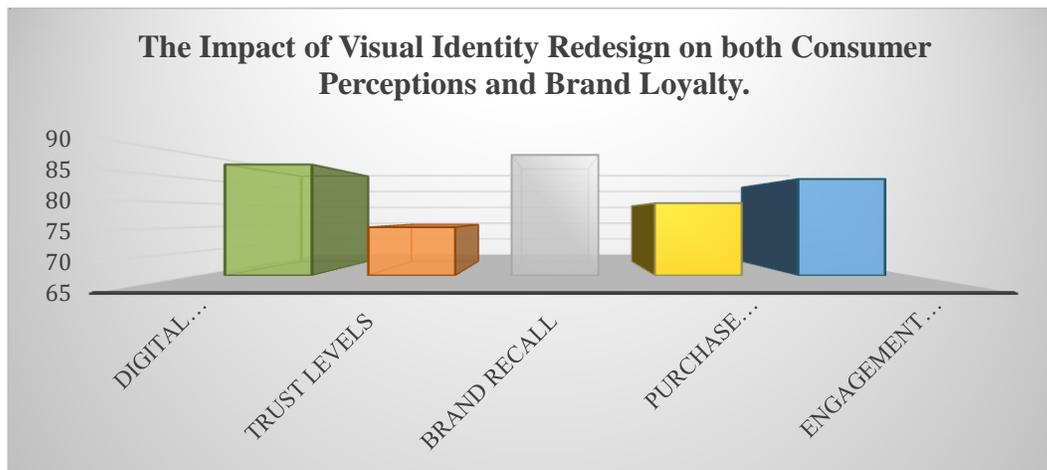


Figure 2: The impact of visual identity redesign on both consumer perceptions and brand loyalty.

The Bar chart in Figure 2 presents impact ratings across key factors, including Engagement Levels, Purchase Intent, Brand Recall, Trust Levels, and Digital Sharing Frequency. The chart highlights the significant influence that visual identity redesign has on both consumer perceptions and brand loyalty. Brand Recall has the highest impact rating at 90%, indicating that redesigns incorporating companies' patterns are more memorable, leaving a lasting impression on consumers. Digital Sharing Frequency follows closely at 88%, suggesting that these redesigns encourage consumers to share content more frequently, particularly on digital

platforms, thereby enhancing brand visibility. Engagement Levels and Purchase Intent are also positively affected, with ratings of 85% and 80%, respectively. This data demonstrates that visual identity redesign increases consumer engagement and inspire a greater desire to purchase, likely due to their preferable products and also aesthetic appeal of the new designs. Trust Levels, with a rating of 75%, further underscore the role of visual identity redesign for companies' patterns in fostering consumer trust, as these designs resonate with his values and preference. These findings underscore the strategic advantage of visual identity redesign in graphic marketing, as they enhance memorability, encourage digital sharing, and positively influence consumer behavior in multiple dimensions.

Theme 2: Influence of visual identity redesign on financial performance of brands

The second theme was addressed through the examination of two articles (Assali, 2017; Rafiq, Hussain and Hussain, 2020). In the first study, Assali (2017) investigated the impact of rebranding on firm performance and consumer perceptions where findings reported showed that rebranding improved the performance by mediating the perceived quality of products in the company. The insights revealed that customers perceived products from rebranded companies to be of higher quality and as a result, more sales were reported. The implication was the improved financial performance of the different brands owing to increased perceived quality. Rafiq, Hussain, and Hussain (2020) identified similar findings as Assali (2017) where they reported that rebranding impacted customer brand loyalty and their overall repurchase intentions hence promoting the financial performance of the companies. The similarity between these studies was that rebranding indirectly influenced the financial performance of companies by mediating customer perceptions and brand loyalty aspects. The insights are important for brand managers who aim to enhance the firm's financial performance by influencing their customer's attitudes and perceptions regarding their brands.

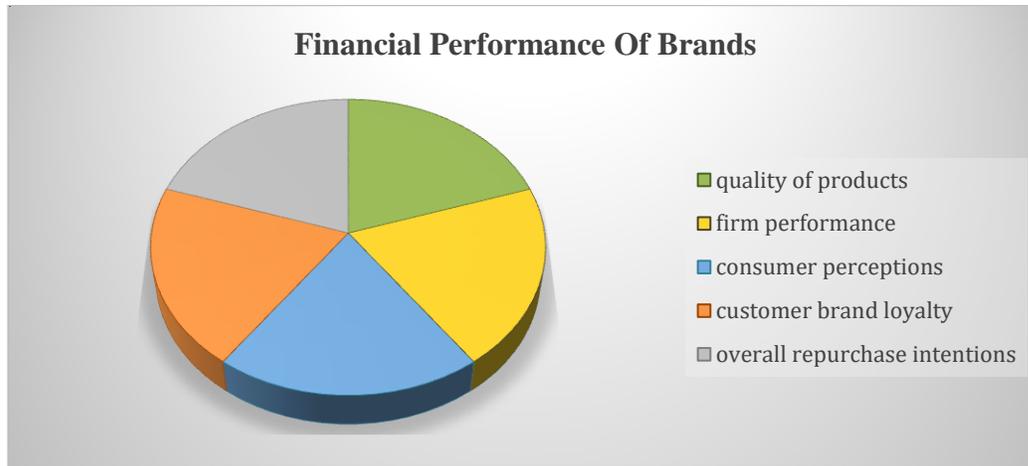


Figure 3: The five key aspects that have influenced on financial performance of brands.

Figure 3 reveals the five key aspects: quality of products, firm performance, consumer perceptions, customer brand loyalty, and overall repurchase intentions, that may have influenced on financial performance of brands. The data in Figure 2 illustrates that each aspect affect almost equally on financial performance of brands, whether positively or negatively. The positive effects of these aspects underscore the effectiveness of visual identity redesign in marketing to reach consumers' perceptions and foster brand loyalty in themselves.

Hypothesis Testing

The research advanced two hypotheses:

H₁₀: There is no relationship between visual identity redesign and consumer perception and brand loyalty.

H_{1A}: There is a positive relationship between visual identity redesign and consumer perception and brand loyalty.

To test the first hypotheses, findings from the first theme were analysed. The insights from the examination of the studies (Titi and Antoni, 2018; Arbi and Aminah, 2023; Mensah and Brew, 2023) showed that there was a positive relationship between the visual identity redesign and the consumers' perceptions of quality

as well as brand loyalty. However, a few studies (Roy and Sarkar, 2015; Bamfo, Dogbe and Osei-Wusu, 2018) did not identify any relationship between visual identity, customers' perceptions of quality and brand loyalty. The implication was that the alternative hypothesis was accepted since more studies supported the positive relationship between visual identity redesign, consumers' perceptions of quality and brand loyalty.

H₂₀: There is no relationship between visual identity redesign and the financial performance of brands.

H_{2A}: There is a positive relationship between visual identity redesign and the financial performance of brands.

To test the second hypothesis, studies examined under the second theme were reviewed (Assali, 2017; Rafiq, Hussain, and Hussain, 2020). The findings obtained showed that visual identity redesign indirectly influenced the financial performance of the brands by mediating customer perceptions and brand loyalty aspects. As such, the alternative hypothesis was accepted.

Discussion

Two research questions were advanced in the current research. The first question investigated the impact of visual identity redesign on consumer perception and brand loyalty. The evaluation of the findings by Arbi and Aminah (2023) identified a positive influence of hotel rebranding on customers' perceptions of quality and their loyalty levels. Mensah and Brew (2023) also showed that there was a positive correlation between brand distinctiveness, brand loyalty and customer loyalty towards rebranded alcoholic and non-alcoholic beverages. Further insights from Titi and Antoni (2018) had also indicated a positive impact of rebranding media organisations on the perceptions of quality as well as brand loyalty among customers. The insights from these studies emphasised that brand managers who implemented rebrand strategies were able to positively impact the levels of loyalty of their customers toward their brands as well as customer perceptions regarding quality of their services. The findings were aligned with previous literature where Phillips, McQuarrie, and Griffin (2014) identified rebranding

as an important strategy that repositioned brands within the market and improved their relationships with customers. The findings also reiterated Blazquez et al. (2019) who argued that rebranding led to a shift in the customer's associations towards the new developed identity. The findings were also in line with Erjansola et al. (2021) who showed that visual identity redesign generated positive associations among university students. The findings also resonated with the previous work by Müller, Kocher, and Crettaz (2013) where it was revealed that rebranding improved the customer perceptions towards brands. The similarity between the findings and previous literature underlined the important impact of rebranding strategies on the overall customer perceptions and loyalty towards brands.

However, the findings contradicted literature where Puspitasari, Mahrinasari, and Pandjaitan (2022) reported that rebranding threatened the brand equity of brands especially where the new visual identity caused a disconnection gap within the market segment. The contradictions indicated that rebranding was a sensitive decision that brands had to make due to its adverse impact of new identities on the brand equity in scenarios where customers were not satisfied. The findings from Roy and Sarkar (2015) had also revealed that rebranding led to diminished customer-based brand equity of well-known brands, hence lowering the perceptions. Such findings contradicted previous literature such as Blazquez et al. (2019), Erjansola et al. (2021), and Erjansola et al. (2021) where it was reported that brand identity positively influenced customer perceptions towards brands and led to improved loyalty. The contradictions indicated an existing research gap regarding the impact of rebranding firms that were not well-known on customer loyalty and perceptions.

The second research question examined the impact of visual identity redesign on the financial performance of brands. The generated findings from Assali (2017) and Rafiq, Hussain, and Hussain (2020) revealed an indirect impact of visual identity redesign on the financial performance of brands by mediating customer perceptions and brand loyalty aspects. The findings

suggested that more revenue would be generated where brands were able to improve overall loyalty and perceptions of their customers. The findings were aligned with previous literature where Nana et al. (2019) had shown that rebranding improved customer experience, hence enhancing the performance of firms. The findings, however, contradicted previous work by Soleimani et al. (2022) where it was reported that visual identity redesign did not impact financial performance. The contradictions were suggestive that there was a need for brand managers to evaluate whether rebranding was important for the financial performance of their brands or whether investments could be redirected to other operations in the business.

Conclusions

The overarching aim of this research was to investigate the impact of visual identity redesign on consumer perception and brand loyalty. To address the aim, two research questions were advanced and addressed through the review of secondary research. The analysis of the secondary research addressed the first research question where divergent insights emerged regarding the impact of visual identity redesign on consumer perceptions and brand loyalty. The findings showed that a positive association existed between visual identity and customer perceptions as they anticipated the improvement in the overall quality of the brands after the rebrand. A similar observation was made based on the positive impact of visual identity redesign on the customers' loyalty towards the brands.

However, contradictory findings also emerged where in some cases, the rebranding activities led to the reduction of customer-based brand equity especially when a well-established brand was involved. Similarly, some banks were observed to display no relationship between visual identity redesigns, customer perceptions, and brand loyalty. The second research question was also addressed where the findings revealed an indirect positive relationship between the visual identity redesign and the financial performance of the brands. The findings showed that where customers were satisfied with the rebranded identity, they were

more loyal to the brands, hence a higher repurchase intention was reported. As a result, higher firm performance was observed where the visual identity of brands was redesigned.

Implications of the Research

The implication of the research is that visual identity has been identified to exert a significant impact on the financial performance of different brands including banks and hotels. As such, brand managers ought to ensure they align their brand identities to their customer preferences in order to ensure brand loyalty. However, a disparity emerged where the rebranding activities in well-established brands led to a negative impact due to the psychological attachments that customers had towards the brands. Subsequently, brand managers ought to consider the rebranding decision before implementation.

Recommendations for Practice

The research recommends brand managers to evaluate whether their brands require a complete visual identity redesign in order to position themselves in the market or whether other investments can be redirected to sales and marketing. A reason for this is that the rebrand of well-established brands has been observed to negatively affect customer perceptions. Brand managers should carefully consider the decisions to rebrand their identities or opt for other investments. A second recommendation is that there is a need to raise awareness through workshops and training on the impact of visual identity redesign on customer perceptions and brand loyalty. The research advocates that more awareness is created in order to improve decision-making among brand managers.

Limitations and Future Work

The research was limited based on its focus on addressing the research questions by evaluating secondary research. As a result, the generalisability of the findings was reduced. To address the limitation, future work should focus on conducting primary studies



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that involve interviews and surveys with brand managers in order to enhance the current findings.

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