

## The Effect of Rebranding of Gojek Logo Design on Corporate Image

(Kesan Penjenamaan Semula Rekabentuk Logo Gojek Terhadap Imej Korporat)

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### **Abstract**

Brand plays an important role in marketing aspects. In its implementation, the brand is represented by a logo. Logo as a visual identity system is specifically designed to be able to represent the corporate image. Besides, the image of a product or company can change due to some conditions. Hence, the company needs to rebrand. This thing also happened to Gojek Company. The purpose of this research is to find the effect of the rebranding of the Gojek logo design on a corporate image simultaneously and partially. The method applied in this research is survey-explanatory with quantitative as well as qualitative data (mixed methods). The scope of this research is limited on the variables; logo shape, logo color, font type, and tagline. Moreover, this research only involved Pontianak City. The sampling method used in this research is a stratified random sampling method that engages 100 respondents. The result of this research proved that there is a significant effect between the variable of rebranding logo design on the corporate image simultaneously. Based on the calculation, it shows that, the F tally > F table which is 30,038 > 2,47. However, not all those variables significantly affected the corporate image partially. This statement is based on the qualitative result, which showed that the logo shape and tagline variables were more concerned than logo color and font type variables.

Keywords: Rebranding, Logo, Gojek, corporate image

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## INTRODUCTION

Brand plays a crucial role in marketing aspects. Aaker (1991) explains that brand protect both the customer and the producer from competitors who would attempt to provide products that appear to be identical. A brand is formed by several elements. Tjiptono (2011) outlined, elements which formed the brand are tangible and intangible. Those elements are; name, URL (Uniform Resource Locators), logo, symbol, characters, spokespeople, tagline, jingles, packaging, and signage. On its implementation, a brand is often represented by a logo. Aaker (1991) explains that a brand has a function to identify and differentiate a product through logo, trademark, and packaging design. Hence, the function of the logo as an identifier is usually represented by logo since it is considered to be able to represent a company by its visualization that can be observed and distinguished from others.

In analogous, a logo seems like a face which represents a brand identity in tangible ways. Wheeler (2013) clarifies that a brand identity creates existence and a big idea with some purpose in it. Those things that make a logo uniquely designed to create a different impression, present the actualization, as well as the corporate image in it. Logo as an identification system plays an important role in building a good brand image. It is a tiring job in order to create a good logo since the corporate images should be considered in it.

Image is an important element that is maintained by every company. Referring to Kotler, Kartajaya, and Setiawan (2010), brand image is about sharing the emotional side of the company with customers. Eventually, it would create a memory or perception in customers' mindset through various experiences. Along with company development, a brand image of a product or company might change. It might happen due to changes in the company vision and mission, prospective in new market segments, reorganization or leadership shifting, mergers, and the emergence of negative perception in customers' mindset. As a result, in marketing aspects, there come rebranding as the solution to this problem.

Rebranding, according to Muzellec dan Lambkin (2006) means, renews the brand. Moreover, Mazwahid (2012) explains that rebranding is identical with changes of the logo of a brand. By a new logo, indirectly it indicates there are changes in the company, and it also changes the value of the brand. In fact, it also affects the corporate image.



Figure 1. The Changes of the Old Logo and New Logo of Gojek Company  
*Source: Gojek.com (2019)*

Gojek, a company which engaged in the technology of online transportation apps developed by PT. Aplikasi Karya Anak Bangsa was rebranded on 22 July 2019. Referring to Kompas (2019), Nadiem Anwar Makarim as the founder and CEO of Gojek said that the company did the rebranding since the company has developed a lot. Besides, Gojek already accommodated various services, for instance; goods sending service (GoSend), food delivery service, (GoFood), e-wallet service for payment (GoPay), etc.

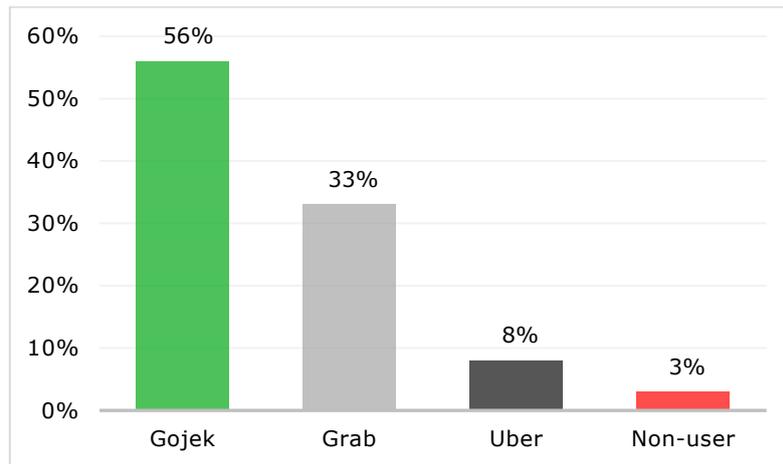


Figure 2. The Percentage of Ride Hailing-Apps Users in Indonesia in 2018 on First Quartile  
*Source: ecommerceiq.asia (2019)*

Figure 2 shows the data of ride-hailing apps users in Indonesia in 2018 on the first quartile. Based on the data, the survey shows that the users of Gojek in 2018 reached out 56%. Despite its old image, Gojek already has a large number of users even before the company was rebranded. Therefore, after the company was rebranded, of course, it would affect the corporate image. It includes the corporate image in Pontianak City as one of the regions which have active users of company services. From the problems above, the purposes of this research were to find out the effect of the rebranding of Gojek logo design on corporate image, both simultaneously and partially and to find out the level of effectiveness of rebranding in improving the corporate image.

## LITERATURE REVIEW

In the analysis of this research, the writers used some references. The references used to explain about the theory of brand, rebranding, definition of a logo, kind of logo, and brand/corporate image. Here is the following explanation of each reference.

Aaker (1991) defined brand in the form as logo, trademark, as well as packaging design which used to identify a product or company. Besides, a brand protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical. If there is a product or company that is created without a brand, the product or company will be easily imitated or claimed by the competitor.

Kartajaya (2010) clarified that a brand is a complex element, more than just a name, logo, or symbol. A brand is used to represent a product or a company. Moreover, a brand also gives a bonus value for a product or a company. Therefore, it makes a brand becomes an important part of marketing within the company.

According to Muzellec and Lambkin (2006), rebranding gives the perspective of identity changing in the organization and the aim in changing perception. Generally, rebranding is carried out by companies when dealing with five situations. Those situations are; 1) changes in the company vision and mission, 2) prospective in new market segments, 3) reorganization of leadership shifting, 4) mergers, and 5) the emergence of negative perception in customers mindset.

Referring to Moser (2008), the logo is a visual symbol which has been simplified to represent a product, service, or certain company. The logo is a shortcut to identify who speaks to them (customer). A logo could stimulate memory, opinion, rumor, or personal

experience with a brand (the company). Hence, it is important to understand the effective ways of communicating the logo.

Adams and Morioka (2004) mentioned that the logo is a shortcut to get recognized by people. Illustrating the logo as visual language as if it could speak and attract with its physical appearance. By the visual system that formed the logo, there is a message delivered by the company.

Wheeler (2013) categorized the logo in five types. All those logos have their plus and minus points in reflecting the company. Those logos are; 1) Word marks, 2) Letterforms, 3) Emblems, 4) Pictorial Marks, and 5) Abstract/Symbolic Marks.



Figure 3. Example of **Word marks** Logo  
Source: Google Images (2019)



Figure 4. Example of Letterforms Logo  
Source: Google Images (2019)



Figure 5. Example of Emblems Logo  
Source: Google Images (2019)



Figure 6. Example of Pictorial Marks  
Source: Google Images (2019)



Figure 7. Example of abstract/symbolic marks  
Source: Google Images (2019)

Aaker (1991) explained the brand image as a set of ideas which are structured and carry meaning in it. Based on those instruments, the customers will give their perceptions. As a result, those perceptions would be reflected as the company brand/corporate image.

According to Keller (2013), the brand/corporate image is referred to a brand represented by the brand association. A brand/corporate image is created by the customers' perception; whether it is positive or negative perception. Consequently, all those elements which associated the brand/corporate image should be carefully designed.

### Research Conceptual Model

The research was described in these conceptual frameworks below.

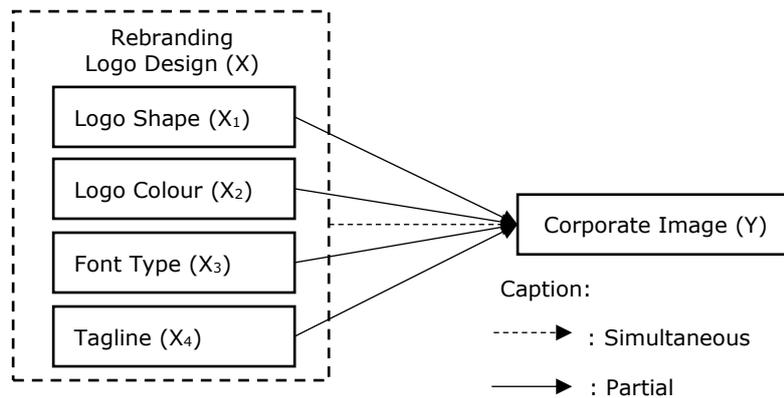


Figure 8. Conceptual frameworks

Based on the conceptual frameworks above, the writers formulated the hypothesis in this research in the following description:

- H<sub>1</sub> : There is a significant effect of the rebranding of Gojek logo design (X) on the corporate image (Y) simultaneously.
- H<sub>2</sub> : There is a significant effect of Gojek logo shape transformation (X<sub>1</sub>) on the corporate image (Y) partially.
- H<sub>3</sub> : There is a significant effect of Gojek logo color transformation (X<sub>2</sub>) on the corporate image (Y) partially.
- H<sub>4</sub> : There is a significant effect of Gojek font type transformation (X<sub>3</sub>) on the corporate image (Y) partially.
- H<sub>5</sub> : There is a significant effect of Gojek tagline transformation (X<sub>4</sub>) on the corporate image (Y) partially.

## **METHODOLOGY**

This research was conducted in Pontianak City. The variables in this research were; 1) logo shape, 2) logo color, 3) font type, and 4) tagline. This research applied survey-explanatory method with quantitative as well as qualitative data (mix methods). The data in this research was collected by the questionnaire distribution applied with stratified random sampling method, interview with two expert speakers, literature study (books, empirical journals, internet, and article as well) and documentation study.

In the questionnaire, there were four questions in each variable. The questionnaire distributed in this research applied the combination models which include a Likert Scale (1-strongly disagree to 5-strongly agree) and short answers to confirm the respondents' responses. In the interview section, there were seven questions asked to the interviewee. One of the interviews was audio recorded. Both of the interviews took approximately

twenty-five minutes. All the questions in both instruments were adapted from the empirical journal.

The population of this research were the users of Gojek Company services, and the sample was 100 respondents. In order to process the quantitative data, this research conducted the validity test, reliability test, and multiple linear regression analysis by SPSS Statistics version 25 program. In comparison, the qualitative data in this research conducted the credibility test, transferability test, dependability test, and conformability test.

## RESULTS

The first test carried out in this research was the multiple correlation test. Sujarweni (2015) explained that the correlation test is used to determine the level of significance between two variables. The correlation coefficient has a value from +1 until -1, which means:

1. The positive correlation (+) means; if the independent variable (X) increase, the dependent variable (Y) would increase as well and vice versa.
2. The negative correlation (-) means; if the independent variable (X) increase, the dependent variable (Y) would decrease and vice versa.

There was a guideline used to determine and interpret the correlation coefficient value, which were:

- a. 0,00 – 0,199 = very weak
- b. 0,20 – 0,399 = weak
- c. 0,40 – 0,599 = medium
- d. 0,60 – 0,799 = strong
- e. 0,80 – 1,000 = very strong

Table 1. The result of multiple correlation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.747 <sup>a</sup>	.558	.540	2.032	.558	30.038	4	95	.000

Based on the result in Table 1, it showed that the R score is 0,747. Therefore, there was a strong relationship between the independent variables (logo shape, logo color, font type, and tagline) with the dependent variable (corporate image). The correlation was positive, which means, if the independent variable (X) increase, the dependent variable (Y) would increase as well and vice versa.

Thereafter, there was multiple linear regression analysis. According to Bahri (2018), the multiple linear regression analysis is used to define the relationship between the independent and dependent variables as well as to measure the intensity of the relation. The following table is the result of the test.

Table 2. The result of multiple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.568	1.396		1.840	.069
	Logo Shape	.450	.099	.513	4.556	.000
	Logo Colour	.013	.113	.013	.111	.912
	Font Type	.148	.091	.145	1.632	.106
	Tagline	.215	.077	.219	2.775	.007

Based on the result in Table 2, the writer formulated the regression equation in this research which was,  $Y = 2,568 + 0,450X_1 + 0,013X_2 + 0,148X_3 + 0,215X_4$

This equation defined that there was a positive effect between the logo shape, logo color, font type, and tagline variables with corporate image. In other words, if each variable increased, then the corporate image would increase too.

In this research, there was also the F test (Fisher). Referring to Bahri (2018), the F test is used to find out the effect of the independent variable to the dependent variable simultaneously. The standard criteria in this test were:

1. If the F tally > F table then,  $H_0$  rejected and  $H_a$  accepted.
2. If the F tally < F table then,  $H_0$  accepted and  $H_a$  rejected.

Table 3. The result of F-test (Fisher)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	495.884	4	123.971	30.038	.000 <sup>b</sup>
	Residual	392.076	95	4.127		
	Total	887.960	99			

a. Dependent Variable: Corporate Image

b. Predictors: (Constant), Tagline, Font Type, Logo Shape, Logo Colour

Based on the result of Table 3, it showed that the F tally was 30,038. As a result, it can be concluded that F tally > F table which was 30,038 > 2,47. Therefore, the hypothesis  $H_1$ , which was; there is a significant effect of the rebranding of Gojek logo design (X) on the corporate image (Y) simultaneously was accepted.

In this research, writers also applied the t-test. Bahri (2018) explained that the t-test is used to find out the effect of the independent variable to the dependent variable partially. The standard criteria in this test were:

1. If the t tally > t table then,  $H_0$  rejected.
2. If the t tally < t table then,  $H_0$  accepted.

Table 4. The result of t-test

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.568	1.396		1.840	.069
	Logo Shape	.450	.099	.513	4.556	.000
	Logo Colour	.013	.113	.013	.111	.912
	Font Type	.148	.091	.145	1.632	.106
	Tagline	.215	.077	.219	2.775	.007

a. Dependent Variable: Corporate Image

Based on the result in Table 4, there were some conclusions that can be drawn which were:

1. The result of the logo shape variable ( $X_1$ ) shows that the t tally > t table which was 4,556 > 1,985. Therefore, the hypothesis  $H_2$ : There is a significant effect of Gojek logo shape transformation ( $X_1$ ) on the corporate image (Y) partially was accepted.
2. The result of the logo color variable ( $X_2$ ) shows that the t tally < t table which was 0,111 < 1,985. Therefore, the hypothesis  $H_3$ : There is a significant effect of Gojek logo color transformation ( $X_2$ ) on the corporate image (Y) partially was rejected.
3. The result of the font type variable ( $X_3$ ) shows that the t tally < t table which was 1,632 < 1,985. Therefore, the hypothesis  $H_4$ : There is a significant effect of Gojek font type transformation ( $X_3$ ) on the corporate image (Y) partially was rejected.
4. The result of the tagline variable ( $X_4$ ) shows that the t tally > t table which was 2,775 > 1,985. Therefore, the hypothesis  $H_5$ : There is a significant effect of Gojek tagline transformation ( $X_4$ ) on the corporate image (Y) partially was accepted.

The writers also observed the new Gojek Company logo. Based on the result of observation, the writers found that the new logo was designed by Gojek Company Design Team. The new Gojek logo is called, 'SolV' which adapted from the English word, solve. The tagline also changed from 'An Ojek For Every Need' to be, 'Pasti Ada Jalan' that can

be translated as 'There is Always a Way'. The new logo could be categorized as abstract/symbolic marks logo because the logo carried the company big idea; however, it is interpreted in an abstract form. Through a video uploaded by Gojek Indonesia (2019) on YouTube, the concepts of Solv were:

1. Power Button; to identify the company mission, which is to empower people to live with free-distraction.
2. Search Icon; to find a solution for every problem with the company.
3. Map Pin; the company always be there when it needed.
4. Gojek Driver; as a tribute to Gojek driver-partners who are always ready to serve.
5. Motorcycle Wheel; interpret the beginning of Gojek Company which engaged in the technology of online transportation apps (part of the old logo).



Figure 9. The Interpretation of 'Solv' A New Gojek Company Logo  
*Source: YouTube – Gojek Indonesia (2019)*

The new logo was composed of logo mark and logotype. In the observation, the writers found that the logo mark of Gojek Company was designed with Golden Ratio Technique. The golden ratio technique is usually applied by a graphic designer to create a proportional logo. Besides, the Gojek Company Design Team did not contrive the logotype; however, it used a font which already made before and the design team only customize the 'j' letter (the dot on j letter is omitted). The typeface/name of the font used by the company was Maison Neue.

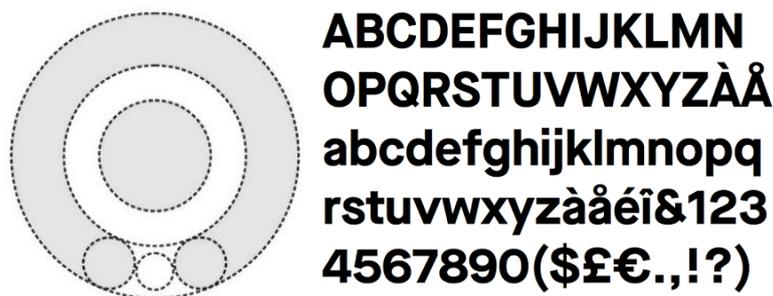


Figure 10. The Gojek Logo mark and Logotype  
*Source: Processed Data and Google Images (2019)*

At first glance, there was no difference between the color of the old and new logo. However, based on the observation, the writers found that the level of contrast in both Gojek Company logo was different. Here is the preview of the result of the observation below.

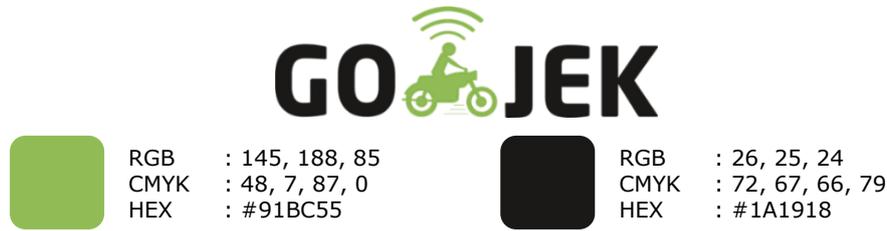


Figure 11. Analysis of the color scheme of Gojek company old logo  
*Source: Processed Data (2019)*



Figure 12. Analysis of the color scheme of Gojek company new logo  
*Source: Processed Data (2019)*

In this research, the writers also interviewed two experts in graphic design, especially in logo designing. Based on the interview result, both of the informants stated that the rebranding conducted by the Gojek Company was well done. Whether in logo shape, logo color, font type, or tagline transformation was well created to be a complex identity system that visualizes the corporate image.

According to the informants, the logo shape of the new logo has a philosophy meaning that represented the company. The transition of new logo color was based on the consideration that the company did not lose its identity. Besides, the font type used in the new logo is adapted from the personality of Indonesian people which was down to earth. Moreover, the new tagline also adjusted the shifting of company core value which was to become a solution to every problem. In spite of the well-made logo, in the result of quantitative research in the t-test showed that not all of those variables gave a significant effect on corporate image partially.

There were some error factors that affected the customers and people in identifying the new logo. Those factors were the lack of customers' knowledge regarding the philosophy of the company logo and the short transition of customer experience. In addition, the respondents also thought that the renewal in a logo did not mean that it would increase the customer trust/loyalty; thus, would create a good corporate image. There were factors such as service quality as well as relationship management that stimulate the customers' experience. Those things also play a role in creating the corporate image through the perception in the customer mind.

## CONCLUSION

The conclusion of this research based on the result of the analysis were:

1. The new Gojek logo is called, 'Solv' which adapted from the English word, solve. This logo was designed by Gojek Company Design Team. The new logo has five philosophical meaning which was; Power Button, Search Icon, Map Pin, Gojek Driver, and Motorcycle Wheel.
2. The result of F test (Fisher) showed that the  $F$  tally  $>$   $F$  table, which was  $30,038 > 2,47$ . Therefore, the hypothesis ( $H_1$ ) in this research was accepted. In other words, there was a significant effect between logo shape, logo color, font type, and tagline on the corporate image simultaneously.
3. The result of t-test showed that the logo shape ( $X_1$ ) and tagline ( $X_4$ ) variables were significantly be affected the Gojek Corporate Image partially. It was proved by the result of the analysis which was; the result of t tally ( $4,556$ )  $>$  t table ( $1,985$ ) for logo shape variable and t tally ( $2,775$ )  $>$  t table ( $1,985$ ) for tagline variable. Therefore, the hypothesis ( $H_2$ ) and ( $H_5$ ) in this research were accepted. In other words, there was a significant effect between logo shape and tagline on corporate image partially.
4. The result of t-test showed that the logo color ( $X_2$ ) and font type ( $X_3$ ) variables were not significantly affected the Gojek Corporate Image partially. It was proved by the result of the analysis which was; the result of t tally ( $0,111$ )  $<$  t table ( $1,985$ ) for logo color variable and t tally ( $1,632$ )  $<$  t table ( $1,985$ ) for font type variable. Therefore, the hypothesis ( $H_3$ ) and ( $H_4$ ) in this research were rejected. In other words, there were no significant effect between logo color and font type on corporate image partially.
5. Based on the result of qualitative research, it can be concluded that those four elements of the rebranding of Gojek logo design affected the corporate image. Based on the result in this research, the logo shape and tagline variables were significantly affected the corporate image because of the recognizable changes. Both of those elements were represented the corporate image in a more complex way. On the other side, the logo color and font type variables have only a little change, which made as if it did not give a special impression that could affect the corporate image. Consequently, both of those variables mostly were not being highlighted/recognized by customers and people in Pontianak City.
6. Based on the result of the interview, the writers found that there were some factors which affected the Gojek Corporate Image apart from the model of variables in this research. Those factors were; the lack of customers knowledge regarding the philosophy of company logo, the short transition of customer experience, the quality of service provided by the company, and the relationship management between company to customers.

The writers also provide several suggestions in regard of this research findings, they are:

1. The transformation of logo color and font type in Gojek new logo were not significantly affected the Gojek Corporate Image. Associating those issues with error factors outside the research model; the company should introduce and educate people in Pontianak City about the company rebranding. Things that can be done were, provide the official explanation via social media or even the Gojek apps of the Green color application in the logo as well as the lowercase font style in the logo.
2. The company should maintain its corporate image not only from the visual identity system. But also, maintaining the relationship between the company with partners and customers.
3. The writers hope that other researchers can develop this research by using other variable models such as, service quality and relationship management. Therefore, it might provide further findings of other things that also affect the corporate image.

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