

The Influence of Pos Indonesia's New Logo and Service Quality on Service Use Intention: The Mediating Role of Brand Image in the Pospreneur Webinar Community

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ABSTRACT

Purpose – This study examines the influence of Pos Indonesia's new logo and service quality on the intention to use service Pos Indonesia services, with brand image as an intervening variable. This topic is important because Pos Indonesia has renewed its visual identity as part of its transformation, while consumer intention in service industries is influenced not only by visual elements but also by service experience and brand perception.

Design/methodology/approach – This study employed a quantitative approach with an explanatory survey design. Primary data were collected through questionnaires distributed to members of the Pospreneur Webinar Community. The research variables included the new logo, service quality, brand image, and intention to use services. Data were collected from 387 respondents in this study. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test direct and indirect relationships among variables.

Finding/Results – The findings show that the new logo has a significant positive effect on brand image, but does not directly have a significant effect on intention to use services. Service quality has a significant positive effect on both brand image and intention to use services. Brand image also significantly influences intention to use services and mediates the relationship between the new logo and service quality toward intention to use services.

Originality/Value – This study indicates that logo renewal can strengthen brand image, but consumer intention to use services is more strongly driven by service quality and positive brand perception. Therefore, rebranding should be supported by consistent service improvement.

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1. Introduction

Companies that aim to succeed in today's business competition need to build a strong and positive brand image. Consumers' perceptions of brand image serve as an important foundation in shaping purchase intentions, making the creation of a unique brand image experience one of the key factors for corporate success. In the process of brand building, strengthening brand visual symbols plays an important role because it can enhance brand image perception while simultaneously encouraging consumers' purchase intentions(Guoguang, 2024). Furthermore, brand visual symbols have become an essential part of brand image formation, as they help consumers understand the brand comprehensively, accept the brand more easily, and adapt to it more quickly.

In the development of the modern business industry, companies are challenged to always be relevant to the development of the times related to the needs and preferences of consumers. It is not uncommon for re-branding strategies to be one of the paths taken by companies to create a new image and attract attention from the wider market. Rebranding can be implemented at various levels of change, whether minor or major, and each has the potential to influence brand equity. Large-scale rebranding, such as changing a company or brand name, generally occurs as a result of fundamental structural changes within the company. On the other hand, small-scale rebranding tends to focus more on adjustments to visual elements such as colors, typography, or logo design without bringing significant changes to the company at the overall corporate level(Singla & Aggarwal, 2021).

A logo is one of the important elements for a company in building and enhancing its brand value. As a visual element that combines graphic and typographic aspects, a logo is able to create a distinctive identity and characteristics for a brand or product, making it easily recognized by consumers. Logos equipped with visual markers such as color combinations, graphic icons, and specific font sizes have been proven to be more effective in helping consumers remember a brand compared to logos that lack strong visual elements. Nevertheless, logo changes made by companies often generate various responses from customers(Rafiq et al., 2020). A logo not only functions as a means of visual expression, but also plays an important role in attracting attention, building recognition, strengthening memory, enhancing cognitive processes, fostering familiarity, and facilitating the establishment of relationships with consumers. In addition, a logo serves as a medium that connects a company with its customers while simultaneously shaping the company's first impression in the eyes of the public and external environment(Liang et al., 2024).

The characteristics of font design, including elegance, coordination, naturalness, flamboyance, thickness, and compactness, are able to generate different emotional responses from consumers. In addition, the use of both concrete and abstract elements in a logo also creates different consumer perceptions. Compared to abstract elements, concrete graphics tend to produce more positive emotional perceptions. Nevertheless, abstract logos can gradually become memorable to consumers through the strengthening of brand values, slogans, and communication delivered by brand spokespersons. Furthermore, dynamic elements in logos, such as gravity, elasticity, resistance, and tension, also play a role in influencing consumers' purchase intentions(Liang et al., 2024).

To attract consumer interest in making transactions, rebranding will also be helped by service quality. The quality of service will play a significant role in consumers' desire to use certain products, especially in companies that provide services as their main product(Aptaguna & Pitaloka, 2016). In the service industry, there is direct interaction between customers and

services as the core of the company so that service will be a real experience and the only one that can be judged by customers. Poor service quality will trigger many complaints from consumers and have the potential to damage and threaten the reputation of service companies that fail to provide their best service to consumers. Meanwhile, on the other hand, if the service provided is satisfactory, it will have the potential to improve the company's image and increase the likelihood that consumers will repeat consumption and expand market reach.

PT Pos Indonesia as one of the companies engaged in the logistics sector also implements a similar strategy, where the company, which has the status of a State-Owned Enterprise (BUMN), rebranded their logo. This change is a commitment of PT Pos Indonesia to continue to transform the scope of the logistics business. Through this logo change, PT Pos Indonesia sends a signal to every consumer or the public that PT Pos Indonesia is not only a company to send letters but also various goods and logistics. This change sparked the thought that the pigeon logo was no longer relevant to the business being run.

The PT Pos Indonesia logo, which was previously identical to the pigeon logo, was changed to a simpler logo and tended to have curved corners. Quoted from Park et al. (2024) The shape of the logo will play a crucial role in shaping public perception of a brand. Prasabri Pesti, Director of Business Development and Portfolio Management of Pos Indonesia, said that this change shows the transformation of PT Pos Indonesia which has sent more goods or logistics than letters. From this expression, it can be concluded that this logo change covers various things including PT Pos Indonesia's business strategy which will be more future-oriented through their logistics delivery services.

However, in business, a change in logo cannot be solely interpreted as a change in the vision and mission or business strategy alone. There is a need for further study whether the PT Pos Indonesia logo can affect the decision or intention of consumers to use the services of PT Pos Indonesia after the logo change. Studies from (Yusuf & Mirza, 2022) found that the rebranding of the logo at Primaya Hospital can have a positive impact on their patients. Meanwhile, (Rani & Madiawati, 2022) also found a similar thing where the rebranding study studied on PT PLN's Iconnet products showed that rebranding had a significant impact on purchase decisions.

As a logistics company, PT Pos Indonesia is a company engaged in services, specifically a state-owned company that offers goods delivery services and also correspondence. As a service provider, service quality will be a very crucial determining factor to be maintained by PT Pos Indonesia. With good interaction and customer satisfaction that is maintained, PT Pos Indonesia's brand image can be formed positively and will affect the perception of PT Pos Indonesia's consumers. In the midst of many competitors in the same service, PT Pos Indonesia is important to ensure various aspects of their service quality ranging from punctuality to the condition of the goods delivered can arrive in good condition. With this good quality of service, PT Pos Indonesia can increase the intention to use services by consumers. Findings (Bakti & Alie, 2020) proves in his study that the quality of service will have a significant effect on the interest in using services by consumers. Meanwhile, in the context of logistics companies, (Nurhasanah et al., 2022) revealed that the quality of service has a significant effect on consumers' interest in using the services of logistics companies.

This study focuses on members of the Pospreneur Community, which consists of MSMEs, Village-Owned Enterprises (BUMDes), and cooperatives, rather than the general public. From a theoretical perspective, Pospreneur members were selected because they are not only users

of PT Pos Indonesia's services but also business actors who possess an understanding of branding, rebranding, brand image, and service quality. Furthermore, they have a higher level of interaction with PT Pos Indonesia's services, enabling them to provide more comprehensive assessments of how the logo change influences brand image and the intention to use services. Therefore, Pospreneur members represent a relevant respondent group for examining the relationships among rebranding, brand image, service quality, and intention to use services. Previous studies have demonstrated that service quality and corporate rebranding play important roles in shaping brand image and increasing purchase intention. Brand image has also been shown to function as a mediating variable that links service quality and corporate rebranding to purchase intention across various contexts, including e-commerce, manufacturing, media, smartphones, and bakery businesses (Chaniago, 2016) (Ibrahim et al., 2025) (Haro et al., 2020)(Natalia & Onaning, 2026) (Maisya Nastiti et al., 2021).

Reflected in customer behaviors such as reusing postal banking services or recommending Egypt Post for bill payments and investments. In the context of actual postal service reforms, service quality not only enhances customer satisfaction but also encourages future purchasing behavior, thereby strengthening the potential of the Egyptian Post Office as a modern and competitive financial service provider(Halim et al., 2025). The combination of rebranding theory and its practical implementation reveals that rebranding affects various aspects of a company. Rebranding not only transforms a company's image in the market, but also contributes to the development and maintenance of other important factors, such as purchase intention in manufacturing company(Kori & Ngamkroekjoti, 2020).

However, several research gaps remain. First, most previous studies have examined the effects of service quality or corporate rebranding separately, resulting in limited research that integrates both variables within a single model. Second, studies investigating the impact of changes in a brand's visual identity, particularly its logo, on the intention to use services remain relatively scarce compared to research focusing on customer loyalty and satisfaction. Third, the majority of prior studies have been conducted in commercial sectors such as e-commerce and manufacturing, while research in the logistics sector and state-owned service enterprises undergoing brand transformation is still limited. Furthermore, findings regarding the direct effect of rebranding on the intention to use services have been inconsistent. Based on these gaps, this study aims to simultaneously examine the effects of rebranding and service quality on the intention to use services through brand image in PT Pos Indonesia, a state-owned service enterprise that is currently undergoing a brand identity transformation. Therefore, this study was conducted to see how the impact or influence of logo changes made by PT Pos Indonesia on the intention to use Pos Indonesia services by the Pospreneur webinar community.

2. Literature Review & Hypothesis Development

2.1 Rebranding

Rebranding is a strategic effort by a company to renew how a brand is identified, positioned, and perceived by stakeholders. It is not only related to changes in name, logo, slogan, or visual style, but also reflects an effort to realign brand identity with organizational direction and market expectations (Muzellec & Lambkin, 2006). Rebranding can also be viewed as an

identity image adjustment process, where companies update their internal identity and communicate it externally to shape more relevant consumer perceptions (Garg & Mishra, 2023). Thus, rebranding helps companies respond to changes in competition, technology, customer needs, and corporate transformation (Akbari et al., 2024). Sangroya et al. (2026) also explain that rebranding supports repositioning, brand revitalization, and brand equity.

In rebranding, the logo is one of the most visible elements of corporate visual identity. A logo helps consumers recognize, remember, and differentiate a brand from competitors. Logos can influence consumer perception, attitude, brand image, and purchase intention (Liang et al., 2024). Logo change can also shape brand responses through consumers' evaluation of the rebranding itself (Williams et al., 2021). However, the impact of visual identity redesign depends on how consumers evaluate the new identity (Alotaibi, 2025). Brand image is important because logo change may affect intention to use through brand image (Maisya Nastiti et al., 2021), customer attitude, and behavioral intention (Akbari et al., 2024). Therefore, intention is often influenced through intervening variables such as brand attitude, brand perception, brand awareness, or brand image (Halim et al., 2025) (Rafiq et al., 2020). In the context of POS Indonesia, the new logo can signal transformation from traditional postal services toward modern logistics and digital services.

2.2 New Logo

A logo is a symbol used to represent a company, product, or service. A logo may consist of a combination of visual elements or images in the form of an icon paired with the company name displayed in a particular typeface (*wordmark*). In addition to being combined, both the icon and the *wordmark* can also be used separately as the identity of a company or organization. Corporate visual identity is one of the important elements that contributes to the formation of brand equity, which refers to the value of a brand embedded in consumers' minds, such as brand awareness, perceived quality, loyalty, and brand associations (Wertz, 2023).

In general, corporate visual identity is viewed as an element controlled by the company and consistently implemented across various brand communication channels, although this perspective has gradually changed along with the development of studies on visual branding. Corporate visual identity also serves as a tangible representation of brand equity that helps establish relationships between consumers and companies. Therefore, many studies emphasize how visual identity can shape consumer perceptions of a company while simultaneously enhancing brand loyalty (He & Li, 2025).

2.3 Service Quality

Services are generally consumed simultaneously with the production process and are capable of providing various added values, such as convenience, entertainment, health, pleasure, as well as solutions to problems experienced by service consumers. Services also possess four main characteristics that influence marketing strategies, namely intangibility, inseparability, variability, and perishability. The evaluation of service quality occurs during the delivery of the service to customers (Sugiarto & Octaviana, 2021). Every interaction between service providers and consumers becomes an opportunity for companies to create either customer satisfaction or dissatisfaction. Therefore, service quality should begin with customer needs and end with customer perceptions of the service. Thus, good service quality is not determined from the company's perspective, but rather from consumers' perceptions as the parties who directly use and experience the service (Asgeirsson et al., 2024).

Experience quality refers to quality that can only be evaluated by consumers after they purchase or directly experience the service. In contrast, credence quality refers to quality that

is difficult for customers to evaluate even after using the service, such as heart surgery services. The difference between these two types of quality is subjective. For example, some consumers may find it difficult to assess the quality of car repair services even after using the service (credence quality), while other consumers may immediately perceive changes in service quality after having their car repaired at a particular workshop (experience quality)(Kasidi et al., 2026).

In general, extrinsic cues are used to assess service quality when information regarding intrinsic cues is insufficient. In evaluating product and service quality, consumer expectations become an important standard in assessing quality and satisfaction. Consumer expectations are beliefs held before trying or purchasing a product, which are then used as references in evaluating product or service performance. These expectations are formed through previous experiences, information from surrounding environments such as friends and family, as well as consumers' personal needs(Yesitadewi & Widodo, 2024). Therefore, service quality can be realized through a company's ability to fulfill customer needs and desires while delivering services appropriately according to customer expectations.

Measuring the gap between consumer expectations and perceptions of services has become a routine activity for companies as a form of quality evaluation and a basis for making improvements when services do not meet customer expectations. Many service companies use questionnaires or surveys to determine customer satisfaction with the services provided. In this evaluation process, consumers compare service performance on certain attributes with their ideal standards or expectations(Bungatang & Reynel, 2021). If the service performance is able to meet or even exceed these standards, consumers will develop a positive perception of the overall service quality, and vice versa.

In logistics and delivery services, service quality is especially important because customers depend on accuracy, timeliness, security, and clear information during the delivery process. Studies in logistics services show that service quality affects customer satisfaction, trust, loyalty, and future intention to use courier or logistics services (Ejdys & Gulc, 2020;(Huma et al., 2020). Gupta et al.2023) also found that logistics service quality dimensions are strongly related to customer satisfaction in logistics service providers. For delivery companies, poor reliability or slow response may create negative perceptions, while consistent and professional service can strengthen customer confidence.

Service quality also contributes to brand image because customers often form their perception of a brand based on direct service experiences. When a service provider is perceived as reliable, responsive, and professional, customers are more likely to view the brand positively (Khoo, 2022). A positive service experience may also increase intention to use because customers tend to choose service providers that reduce risk and provide convenience (Chowdhury, 2023 ;(Hui et al., 2025). Therefore, in the context of Pos Indonesia, service quality is expected to play an important role in shaping brand image and encouraging members of the Pospreneur Webinar Community to use Pos services for logistics and delivery needs.

2.4 Brand Image

Brand image can be shaped by both visual and experiential factors. A new logo or visual identity may influence how consumers perceive a company's modernity, professionalism, and relevance. Recent studies show that visual elements such as logo, packaging, and brand symbols can affect brand image and consumer responses because they serve as signals of brand meaning (Liang et al., 2024)(Rehman & Elahi, 2024). However, brand image is not only built through visual identity. Service quality also plays a key role because reliable, responsive,

and trustworthy services create positive experiences that strengthen the company's image (Khoo, 2022 ; Özkan et al., 2020).

In today's increasingly competitive business environment, maintaining a good reputation and sustaining a strong market position have become important factors for a company's long-term survival. Brand image is formed through customers' perceptions of how a company treats them. Therefore, building and maintaining a strong brand image is an essential part of brand management because it can create competitive advantages and make it more difficult for competitors to challenge the brand's position (Jabbour Al Maalouf et al., 2026). A brand-building strategy that aligns with consumer needs and values can also enhance corporate reputation, strengthen customer loyalty, and support sustainable business growth.

The formation of brand image is influenced by various factors, such as product attributes, perceived benefits, and customer characteristics. In understanding brand image, several important aspects should be considered. A brand image should possess a distinctive design that is easily recognized and remembered by consumers. In addition, brand image serves as a representation of the company's promise to consistently deliver quality to its customers (Li & Lee, 2024).

From the consideration stage to the post-purchase stage, consumers gain experiences and added value that can strengthen their loyalty toward the brand. Brand image is also closely related to consumers' self-image, leading customers to prefer brands that reflect their values and identities. Thus, brand image becomes a distinguishing identity of a product compared to other brands through its quality, design, color, symbol, and brand name. Ultimately, brand image is able to establish stronger relationships between consumers and brands, thereby increasing customer satisfaction and encouraging consumer purchase intention (Jabbour Al Maalouf et al., 2026) (Li & Lee, 2024). In the context of Pos Indonesia, brand image may become an important intervening variable that connects the company's new logo and service quality with the Pospreneur Webinar Community's intention to use Pos services.

2.5 Intention to Use Service

Behavioral intention refers to an individual's subjective probability of performing a certain behavior and is part of the field of psychology. In the context of services, intention to choose describes the likelihood of consumers using a particular service. Therefore, intention to choose can be understood as a form of consumers' behavioral tendency toward a service while also reflecting the possibility of consumers making a final decision at a later stage. Meanwhile, selection choice refers to the final outcome of the process in which consumers compare different levels of intention to use several available services (Zou & Fu, 2024). Consumer decisions can be influenced by their perceptions of the service as well as the views of people close to them regarding the service being used.

In service and logistics contexts, intention to use is influenced by several factors, including service quality, brand image, trust, customer experience, and perceived value. (Ejdys & Gulc, 2020) found that trust and perceived service quality are important antecedents of future intention to use courier services. Similarly, Hui et al. (2025) showed that logistics service quality contributes to customer satisfaction and cross border repurchase intention. Perceived value also plays an important role because customers tend to use or recommend logistics services when they believe the service provides benefits that are worth the cost, time, and risk (Correa et al., 2021).

In the context of Pos Indonesia, intention to use service reflects the willingness of Pospreneur Webinar Community members to choose, reuse, and recommend Pos services for their business and delivery needs.

2.6 Hypothesis Development

The hypotheses in this study are compiled based on marketing, branding, and consumer behavior theories and are strengthened by the results of previous research. Changes in a company's visual identity, including logos, can affect consumers' perception of a brand.

Re-branding is the process of creating a new name, term, symbol, design, or a combination of new elements for a brand with the aim of building a new position in the minds of stakeholders and competitors. Changes in Corporate Visual Identity are known to have a positive impact on the appreciation of a company's visual identity as well as the formation of corporate identity and image. The process of logo re-branding can improve a company's image within society (Maisya Nastiti et al., 2021).

Brand image is formed through the way consumers interpret the various information they receive, including through corporate symbols, logos, and visual elements. Logos and symbols are not only used to differentiate a company from its competitors, but also serve as representations of the company's quality, vision, and mission. Furthermore, a brand is not merely understood as a name or symbol, but also as an important part of the relationship between a company and its consumers, reflecting consumers' perceptions and feelings toward the product as well as the company's performance (Ibrahim et al., 2025).

Logos that are considered more modern, relevant, and easily recognizable tend to reinforce the brand image in the minds of consumers. Based on these arguments, the first hypothesis is proposed:

A new logo has a significant impact on brand image

H1: A new logo has a significant impact on brand image.

Service quality plays an important role in building customer trust, which can subsequently strengthen long-term relationships between companies and consumers. High-quality services are also able to increase consumers' trust and acceptance toward purchasing or shopping activities. In addition, consumers' perceptions of service quality have a significant relationship with purchase intention, making service quality one of the important factors in consumers' decision-making processes (Halim et al., 2025).

Service quality is one of the main factors that shape customer experience and perception of the company. The better the quality of service that customers feel, the more positive the brand image will become. Thus, the second hypothesis is:

H2: The service quality has a significant effect on brand image.

The uniqueness of the elements contained in a logo enables consumers to distinguish a brand from its competitors while also facilitating the process of brand recognition and product purchasing decisions (Ward et al., 2020). In addition to being easily recognizable, a corporate logo also functions as a medium for conveying information and representing the company's ideas. Logo designs in each period possess different characteristics that reflect people's lifestyles and the development of communication media at that time.

Rebranding is viewed as an important strategy to attract consumers' attention while presenting a more unique and distinctive corporate identity, for example through changes in logos, slogans, marketing strategies, advertisements, and website appearances. In addition, rebranding strategies are also used to examine how brand changes can influence consumers' perceptions toward intention to use the service or product (Kori & Ngamkroekjoti, 2020).

A new logo as a company's visual identity can also affect consumers' interest in using services, especially if the logo change is considered to be able to represent the company's renewal and professionalism. Therefore, the following hypothesis is formulated:

H3: The new logo has a significant effect on the intention to use service.

Service quality includes various aspects, such as physical products, the service delivery process, and the environment in which the service is provided. High-quality service is created through positive relationships and interactions between companies and customers, which are determined not only by technical capabilities but also by the company's accuracy in meeting customer expectations. Good service quality reflects a company's ability to fulfill customer needs and expectations while providing a higher level of satisfaction compared to competitors(Ibrahim et al., 2025).

Service quality plays an important role in building customer trust, which can ultimately strengthen long-term relationships between companies and consumers. High-quality services are also able to increase consumers' trust and acceptance toward purchasing or shopping activities. In addition, service quality has a significant relationship with intention to use, making it one of the important factors influencing consumers' decision-making processes. So, the fourth hypothesis is:

H4: The service quality has a significant effect on the intention to use service.

Brand image can be interpreted as a collection of consumers' perceptions of a brand stored in their memory. Brand image reflects various associations attached to the brand and influences consumer attitudes. The formation of brand image is influenced by several important factors, such as the strength of associations, the level of consumer favorability toward the brand, and the uniqueness of the brand associations. The stronger the brand image possessed by a brand, the greater the possibility of creating positive consumer attitudes and increasing purchase intention(Halim et al., 2025). A positive brand image can encourage consumers to choose and use a company's services because brand image is the basis for assessing the company's reputation and reliability. Based on this, the fifth hypothesis is formulated as follows:

H5: Brand image has a significant effect on the intention to use service.

Corporate logos not only function as easily recognizable identities, but also as a medium for conveying information and representing corporate ideas. Along with the development of time, the process of creating and implementing corporate logos continues to undergo changes and adjustments (Dew et al., 2022). Brand graphic symbols themselves are the result of designers' creativity in transforming design objects into visual ideas that are aligned with market demands, themes, content, and the company's business objectives.

In building brand image, color symbols play a very important role and also influence consumers' purchase decisions. As a form of visual stimulus, colors can affect consumers' preferences and perceptions toward a brand. In addition, colors are able to signal the quality of the products or services offered. Therefore, color symbols are often utilized as a strategic tool by marketers and brand managers to differentiate their brands from competitors(Guoguang, 2024).

Brand image functions as a mediating variable that connects the antecedent factor of service quality with the consequence of consumer purchase intention. This relationship occurs through cognitive and affective processes, in which consumers who consistently receive high-quality service will develop positive associations and perceptions toward the brand, which subsequently encourages the intention to make purchases or transactions(Natalia & Onaning, 2026).

In addition to direct influence, this study also suspects that brand image plays a role as a mediating variable. The new logo and service quality are expected to not only influence the intention of using the service directly, but also through the formation of a stronger brand image. Therefore, the following two mediation hypotheses were formulated:

H6: Brand image mediates the influence of the new logo on the intention to use service.

H7: Brand image mediates the influence of service quality on the intention to use service.

3. Methodology

This study uses a quantitative approach with an explanatory survey design. This approach was chosen because the research aims to test the causal relationship between variables, namely new logos, service quality, brand image, and service use intentions. The research was conducted on the PT Pos Indonesia Pospreneur webinar community as an analysis unit because this community represents users who have been exposed to PT Pos Indonesia's information and services.

3.1 Type and Source of Data

The types of data used in this study are primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires to members of the PT Pos Indonesia Pospreneur webinar community. This data is used to measure respondents' perception of PT Pos Indonesia's new logo, service quality, brand image, and service use intention. Meanwhile, secondary data were obtained from supporting documents, company publications, scientific literature, and previous research results relevant to the research variables. Secondary data are used to strengthen the conceptual foundation, compilation of indicators, and development of research hypotheses.

The population in this study is all participants of the PT Pos Indonesia Pospreneur webinar community which totals 4,000 people. The research sample of 387 respondents was determined using the Slovin formula with an error rate of 5%. The sampling technique was carried out by simple random sampling, so that each member of the population had an equal chance of being selected as a respondent.

3.2 Data Collection Techniques

The research data was collected using survey techniques with instruments in the form of structured questionnaires. The questionnaire was compiled based on the indicators of each variable adapted from previous theories and research. All statement items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

New logo variables are measured through indicators by (Liang et al., 2024) represent visual appeal, ease of recognition, compatibility with the company's identity, and a sense of modernity. Service quality variables are measured through indicators by (Halim et al., 2025) that reflect the reliability, responsiveness, assurance, empathy, and physical evidence of the service. The brand image construct was measured using three dimensions by (Maisya Nastiti et al., 2021) the strength, favorability, and uniqueness of PT Pos Indonesia's brand association. Meanwhile, The intention to use services variable was measured using three dimensions by (Acharya et al., 2023) intention to continue using the service, prediction of future use, and continued use intention PT Pos Indonesia's services.

Before the widespread dissemination of the questionnaire, the research instruments were first tested to ensure language clarity, indicator suitability, and comprehension of statement items. The distribution of the questionnaire was carried out online to respondents who were members of the Pospreneur webinar community.

3.3 Data Analysis Techniques

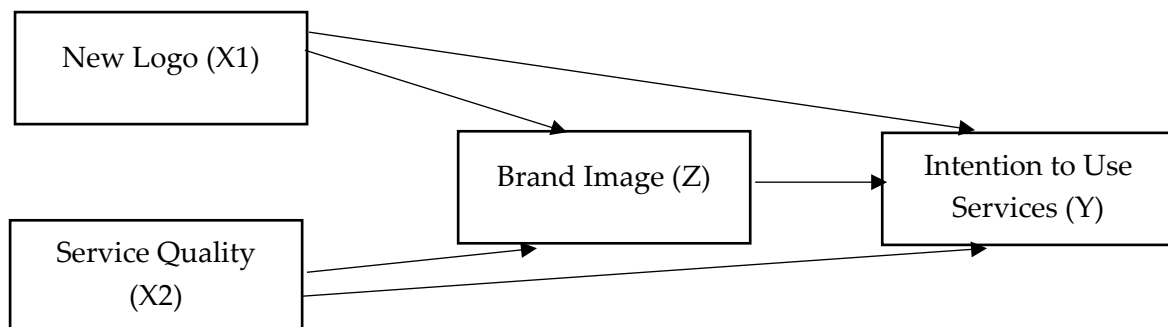
The data analysis in this study was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the help of SmartPLS software. This method was chosen because it is able to analyze the simultaneous relationship between latent variables, both direct and indirect relationships through mediation variables, and is suitable for use in predictive research models.

The stages of data analysis are carried out in several steps. First, a descriptive analysis was carried out to describe the characteristics of respondents and the tendency of answers to each variable. Second, an external model evaluation was carried out to test the validity and reliability of the instrument through the value of the loading factor, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. Third, an internal model evaluation was carried out to test the structural relationship between variables by looking at the R-square value, path coefficient, and p-value. Fourth, hypothesis testing was carried out to determine the significance of direct and indirect influences, including testing the mediating effect of brand image on the relationship between new logos and service quality with service use intentions.

3.4 Framework of Thought

The framework of this study places the new logo and service quality as independent variables, brand image as a mediating variable, and intention to use services as dependent variables. The relationship between variables illustrates that the new logo and service quality are predicted to affect the brand image, then the brand image affects the intention to use the service. In addition, the new logo and service quality are also assumed to have a direct influence on the intention to use the service.

Figure 1. Research Thinking Framework



4. Result and Discussion

4.1. Outer Model Test Results

4.1.1 Convergent Validity Test

The results of the convergent validity test that assesses the validity of the questionnaire items used in this study can be seen in Figure 1. and Table 1. In this test, the requirement for each indicator to be declared valid is to have a test result value of > 0.7 . So based on the results obtained by the author, point 2 on the questionnaire regarding the variable "New Logo of Pos Indonesia" and point 1 on the variable "Brand Image" cannot be declared valid because it has a $<$ value of 0.7 while other questionnaire items can be declared valid. Therefore, the convergent validity test must be adjusted by eliminating the two questionnaire items.

Figure 2. Convergent Validity Test Results

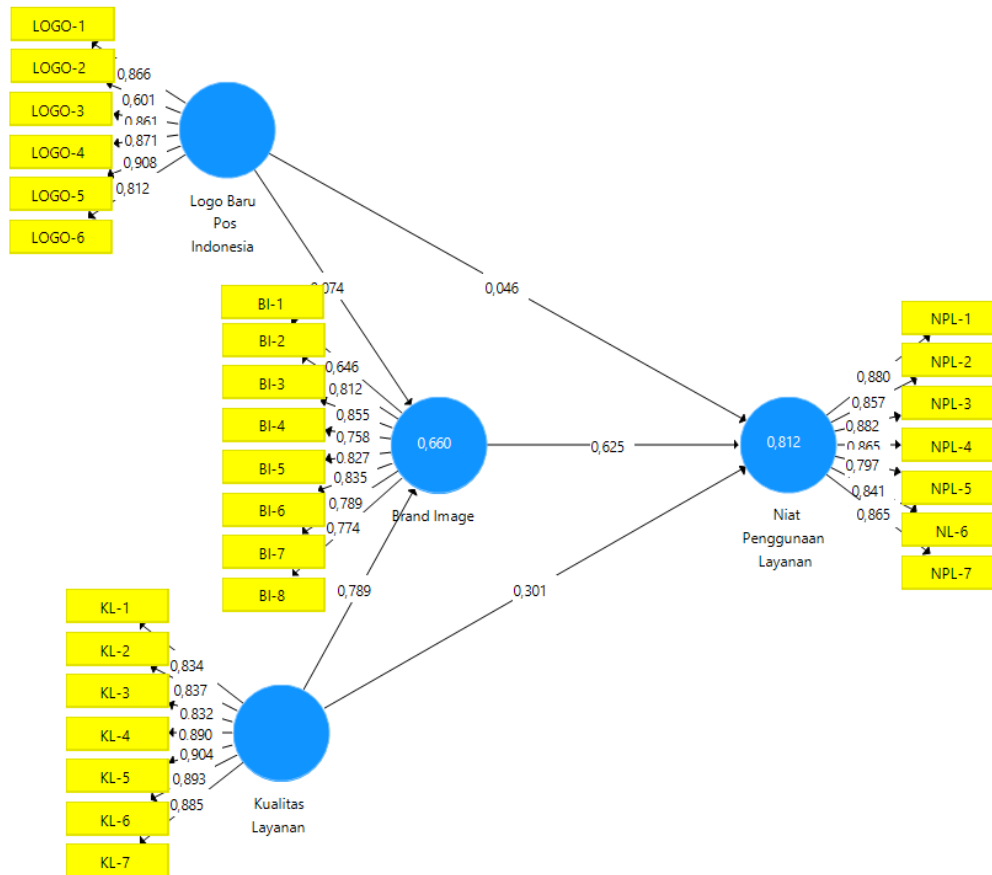


Table 1. Convergent Validity Test Results

Item	Pos Indonesia's New Logo	Service Quality	Brand Image	Intention to Use the Service
1	0,866	0,834	0,646	0,880
2	0,601	0,837	0,812	0,857
3	0,861	0,832	0,855	0,882
4	0,871	0,890	0,758	0,865
5	0,908	0,904	0,827	0,797
6	0,812	0,893	0,835	0,841
7		0,885	0,789	0,865
8			0,774	

In the second test to test the convergent validity after the study, the test results can be seen in Figure 2. and Table 2. From the results of the test after this adjustment, it was found that all questionnaire items used could be declared valid with a value of <0.7 on all questionnaire items.

Figure 3. Convergent Validity Test Results After Adjustment

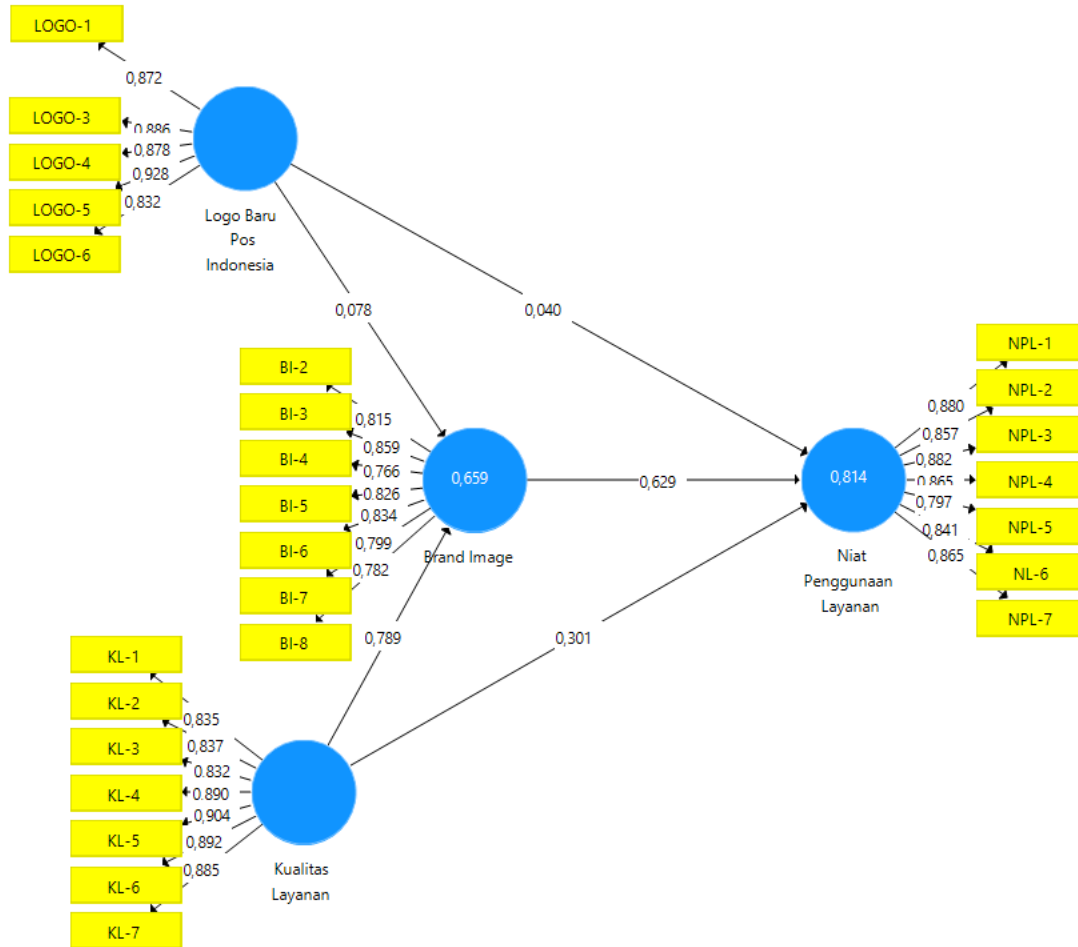


Table 2. Convergent Test Results After Adjustment

Item	Pos Indonesia's New Logo	Quality of Service	Brand Image	Intention to Use the Service
1	0,872	0,835	-	0,880
2	-	0,837	0,815	0,857
3	0,886	0,832	0,859	0,882
4	0,878	0,890	0,766	0,865
5	0,928	0,904	0,826	0,797
6	0,832	0,892	0,834	0,841
7		0,885	0,799	0,865
8			0,782	

4.1.2 Discriminatory Validity Testing

The values that appear on cross loading are a reference in this study to determine the validity of the discrimination in this study. With the tests that have been carried out, the author found that all variables passed this test as can be seen in Table 3.

Table 3. Results of the Discriminant Validity Test

	Brand Image	Service Quality	Pos Indonesia's New Logo	Intention to Use Service
LOGO-1	0,204	0,187	0,872	0,199
LOGO-3	0,237	0,197	0,886	0,249
LOGO-4	0,245	0,227	0,878	0,272
LOGO-5	0,252	0,231	0,928	0,259
LOGO-6	0,266	0,251	0,832	0,279
KL-1	0,667	0,835	0,181	0,708
KL-2	0,688	0,837	0,175	0,676
KL-3	0,639	0,832	0,245	0,662
KL-4	0,713	0,890	0,249	0,727
KL-5	0,718	0,904	0,265	0,741
KL-6	0,739	0,892	0,214	0,732
KL-7	0,743	0,885	0,198	0,732
NPL-1	0,770	0,690	0,278	0,880
NPL-2	0,788	0,667	0,312	0,857
NPL-3	0,777	0,730	0,214	0,882
NPL-4	0,741	0,684	0,254	0,865
NPL-5	0,703	0,601	0,251	0,797
NPL-6	0,744	0,745	0,251	0,841
NPL-7	0,765	0,782	0,176	0,865
BI-2	0,815	0,613	0,278	0,727
BI-3	0,859	0,739	0,221	0,759
BI-4	0,766	0,556	0,257	0,671
BI-5	0,826	0,740	0,212	0,734
BI-6	0,834	0,668	0,188	0,719
BI-7	0,799	0,607	0,232	0,703
BI-8	0,782	0,651	0,190	0,705

4.1.3 Reliability Testing

In the reliability test, each questionnaire item was used in the research. The data can be declared reliable if it has cronbach's alpha value and the value of composite realibilty that exceeds 0.7. Meanwhile, in the Average Variance Extracted (AVE) condition, values exceeding 0.5 will be declared as data that has good reliability as listed in Table 4. Therefore, the data in this study, as expressed in Table 4., are declared reliable.

Table 4. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brand Image	0,914	0,931	0,659
Service Quality	0,945	0,955	0,754
Pos Indonesia's New Logo	0,927	0,945	0,774
Intention to Use Service	0,939	0,950	0,732

4.1.4 Structural Model Test Results

The results of the R2 test to assess how much the dependent variables can provide an explanation for the changes that occur in the independent variables in this study can be seen

in Table 5. From these results, it can be stated that, (1) Changes in Pos Indonesia Logo and Service Quality can explain the changes that occur in the Brand Image by 65.90% while the rest, 34.10% are influenced by other factors that are not involved in this study, and (2) Changes in Pos Indonesia Logo, Service Quality and Brand Image can explain the changes that occurred in Service Use Intention by 81.40% and the remainder, 18.60% were explained by other variables that were not involved in this study.

Table 5. R-Square Test Results (R2)

	R Square	R Square Adjusted
Brand Image	0,659	0,657
Intention to Use the Service	0,814	0,813

Tabel 6. Direct Impact Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Image -> Intention to Use Service	0,629	0,633	0,044	14,435	0,000
Service Quality -> Brand Image	0,789	0,789	0,024	32,573	0,000
Service Quality -> Intention of Use Services	0,301	0,297	0,051	5,892	0,000
Pos Indonesia's New Logo -> Brand Image	0,078	0,079	0,031	2,500	0,013
Pos Indonesia's New Logo -> Intention to Use Service	0,040	0,040	0,026	1,554	0,121

In the hypothesis test that has a direct influence is a test to see whether the hypothesis of direct influence is acceptable or not. The results of the test in this study can be seen in Table 6. Based on the results of the direct influence hypothesis test presented in Table 6., Several important findings were obtained.

The results indicate that the new Pos Indonesia logo has a positive and significant effect on brand image, as evidenced by a p-value of 0.013, which is below the significance threshold of 0.05, and a t-statistic of 2.500. Therefore, the proposed hypothesis is supported. In addition, service quality was found to have a positive and significant influence on brand image, with a p-value of 0.000 and a t-statistic of 32.573, suggesting that service quality is a key determinant in shaping consumers' perceptions of the company's brand.

Regarding service usage intention, the findings reveal that the new Pos Indonesia logo does not have a significant direct effect, as indicated by a p-value of 0.121, which exceeds the 0.05 significance level. Consequently, this hypothesis is not supported. However, both service quality and brand image were found to positively and significantly influence service usage intention. Service quality produced a p-value of 0.000 with a t-statistic of 5.892, while brand image also demonstrated a p-value of 0.000 and a t-statistic of 14.435. These findings suggest that although the new logo alone is insufficient to directly encourage customers to use Pos Indonesia's services, consumers' perceptions of service quality and the brand image developed by the company play a crucial role in shaping their intention to use the services.

In addition to testing the direct influence, this study also tested the indirect influence hypothesis to find out whether the brand image variable is able to act as an intervening

variable in the relationship between the new Pos Indonesia logo and the quality of service on the intention to use the service. This test is important to carry out considering that in the developed research model, brand image is suspected to not only be a dependent variable, but also functions as a bridge that connects independent variables with the variable of service use intention. The results of the indirect influence hypothesis testing can be seen in Table 7 in full. follows.

Table 7. Indirect Influence Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Quality of Service -> Brand Image -> Intention to Use the Service	0,496	0,499	0,039	12,773	0,000
Pos Indonesia's New Logo -> Brand Image -> Intention to Use the Service	0,049	0,050	0,020	2,526	0,012

The results of testing the indirect influence hypothesis are presented in Table 7. shows that the brand image variable is proven to be able to play a role as an intervening variable in this research model. The results of the mediation analysis demonstrate that brand image significantly mediates the relationship between Pos Indonesia's new logo and service usage intention, as indicated by a p-value of 0.012, which is below the significance threshold of 0.05. This finding suggests that although the new logo does not directly influence consumers' intention to use the service, it can indirectly affect behavioral intentions by enhancing the company's brand image. In other words, the effectiveness of the logo change depends on its ability to create positive brand perceptions among consumers.

Furthermore, brand image was also found to significantly mediate the relationship between service quality and service usage intention, with a p-value of 0.000. This indicates that service quality influences consumers' intention to use Pos Indonesia's services not only through a direct effect but also indirectly by strengthening the company's brand image. Therefore, improvements in service quality contribute to a more favorable brand image, which subsequently increases consumers' willingness to use the services offered by Pos Indonesia.

4.2 Discussion

4.2.1 The Effect of Pos Indonesia Logo changes on Brand Image

The results of testing the indirect influence hypothesis are presented in Table 7. shows that the brand image variable is proven to be able to play a role as an intervening variable in this research model. Specifically, the brand image has been proven to mediate the influence of Pos Indonesia's new logo on the intention to use the service significantly, with a p value of 0.121 which is smaller than 0.05. This indicates that even though the new logo does not have a direct effect on the intention of using the service, its influence can still be felt indirectly through the formation of a positive brand image in the minds of consumers. Similarly, brand image has also been proven to mediate the influence of service quality on service use intentions significantly with a p value of 0.000, which means that service quality not only has a direct impact on service use intention, but also works through indirect channels by first strengthening the company's brand image before ultimately encouraging consumer intention to use Pos Indonesia services.

In the process of developing and implementing brand visual symbols, companies are not only required to present creativity and aesthetic value, but also to communicate the brand's concepts, culture, and deeper meanings to consumers without diminishing the accuracy of the brand image. Graphic elements, colors, and typography are important components in the construction of brand visual symbols. Therefore, the development of brand visual symbols must be aligned with the brand's positioning and characteristics while also supporting the functions and growth of the brand itself (Guoguang, 2024).

To build a strong brand image, companies need to pay attention to three key aspects. First, brand visual symbols should have clear meaning and value so that they can enhance brand value while aligning with consumers' identities, cultures, and values. Second, companies need to create unique and distinctive visual symbols to strengthen brand personality, help consumers express their identities, and differentiate the brand from its competitors. Third, brand visual symbols must be communicated and marketed effectively through various promotional media to enhance brand experiences and build consumers' emotional attachment. When brand visual symbols are aligned with consumers' values and identities, they can foster positive perceptions, a sense of belonging, and increased attention and interest in the brand (Halwani & Cherry, 2023).

4.2.2 The Influence of Service Quality on Brand Image

The results showed that the quality of service had a significant positive influence on brand image, with a p-value of 0.000 which was much smaller than 0.05 and a statistical t of 32.573. Service quality is a key factor in building and maintaining a strong brand image in consumers' minds. An effective service strategy not only attracts customers but also plays an important role in creating loyalty and establishing sustainable competitive advantages. (Lin & Shen, 2023) also stated that high-quality service is capable of creating an emotional relationship between customers and brands. Trust that emerges from consistent and satisfying service experiences will enhance customer loyalty, making the brand easier to recognize and more valuable amid increasingly intense market competition.

Furthermore, (Ali et al., 2021) found that service quality not only affects customer satisfaction but also contributes to strengthening brand reputation in the long term. Brand reputation is not solely built through advertising or product quality, but also through customers' direct experiences when interacting with service providers. When customers feel cared for, appreciated, and well served, they tend to develop positive perceptions toward the brand and recommend it to others, thereby strengthening the brand's position in the market. These findings are in line with what the Wahono & Masykuroh (2022) and Damaryanti et al. (2022) Where the quality of service provided by the company will have an impact on the brand image. Service quality, including speed, reliability, and friendliness in service, will greatly influence the way consumers perceive brands. Consumers who get a satisfactory service experience tend to have a better perception of the brand, thus strengthening the brand's image in the market. Therefore, consistent and superior service quality is a key factor in maintaining and improving the brand image.

4.2.3 The Influence of Pos Indonesia's New Logo on Service Use Intention

The results of the analysis showed that the new Pos Indonesia logo did not have a significant influence on the intention to use the service, with a p-value of 0.121 which was greater than 0.05. The results obtained are contrary to the findings by Williams & Son (2022) who found that rebranding, including logo changes, was able to significantly increase the consumption drive from the public.

Logo is one of the primary components of a brand's visual identity, serving both symbolic and informative functions. (Liu et al., 2025) found that the placement of logos and brand marks can influence consumers' perceptions of product quality. Logos positioned in more prominent locations, such as at the top of packaging or advertisements, tend to create a stronger sense of prestige, which can increase intention to use. Furthermore, (Zhang & Huang, 2024) revealed that logo complexity also affects consumer perceptions. Simpler logos are generally easier to recognize and trust, whereas more complex logos are often associated with exclusivity and prestige after repeated exposure to consumers.

These findings indicate that a logo serves not only as a distinctive brand identity but also as a symbol that shapes consumers' perceptions of a brand's quality and credibility. More broadly, visual branding elements have a strong relationship with consumers' intention to use a product or service. Colors and logos, for example, function as visual cues that help create first impressions and influence consumers' intention to use. However, no single visual element operates independently in influencing consumer behavior. Intention to use is formed through the combination and interaction of multiple visual elements that reinforce one another. Therefore, the clarity of a logo and the message it conveys should not be regarded as the sole factors influencing intention to use. Instead, a logo should be understood as part of an integrated visual branding system that includes colors, typography, layout, and other visual elements. Together, these elements work synergistically to strengthen the intention to use that the company seeks to foster among consumers.

4.2.4 The Effect of Service Quality on Intention to Use Services

In the service quality variable provided by PT Pos Indonesia, the author found that the hypothesis can be proven that service quality will have a significant positive impact on the intention to use the service with a p-value based on 0.05, which is 0.000 and a statistical t of 5.892. These findings are in line with the results of a study conducted by Banjarnahor et al. (2023) and Marthauli et al. (2021) which reveals that the quality of the services provided will have an impact on the intention of consumers to use the service. The study by Tarmuji and Gemilang (2023) showed that service quality did not have a significant influence on intention to use. The differences in these research findings may be influenced by variations in consumer preferences, geographical conditions, and the service standards applied in each type of business.

On the other hand, the utilization of technology has also become a supporting factor in improving service quality, such as through the provision of online ordering systems, digital payment methods, and personalized promotions through social media, all of which can provide convenience and comfort for consumers. Rahayu et al. (2023) explained that the integration of conventional and digital services can strengthen customer loyalty while also increasing use frequency. Therefore, the implementation of innovative service strategies, adaptive to technological developments, and oriented toward consumers' emotional aspects can be an effective approach to increasing intention to use.

These results confirm that the quality of services provided by Pos Indonesia greatly affects consumers' intention to use their services. Aspects such as speed, accuracy, convenience, and professionalism in service greatly contribute to the formation of customer loyalty. Therefore, for Pos Indonesia, maintaining and improving service quality must be a top priority to maintain market share and encourage higher service usage.

4.2.5 The Influence of Brand Image on Service Use Intent

The results showed that brand image had a significant positive influence on the intention to use the service, with a p-value of 0.000 which was smaller than 0.05 and a statistical t of 14.435. This research is in line with the findings Maranti (2022) and Prasetyo & Lukiastuti (2022) which also shows the results of research that reveal that brand image will have an impact on the intention of using services or repurchasing from consumers.

Many companies allocate substantial investments to build their brand image. Consumers believe that products or services with a positive brand image can enhance their self-image while also providing certain symbolic value, thereby increasing their ****intention to use**** the products or services (Lee, 2021). Donnelly et al. (2020) also stated that the stronger the brand image of a product or service, the greater consumers' intention to use the product or service. Furthermore, the congruence between brand image and consumers' self-image has been proven to have a significant positive relationship with consumers' attitudes toward the brand as well as intention.

The findings of this study confirm that consumers' positive perception of Pos Indonesia's brand image contributes significantly to their intention to use the service. A strong brand image reflects a good reputation, trust, and customer loyalty to the brand. When consumers have a positive view of a brand, they are more likely to consider using the services offered by that brand. Therefore, strengthening the brand image through effective marketing strategies and consistent service is the key to attracting and retaining consumers to use Pos Indonesia services.

4.2.6 The Effect of Logo Changes on the Intention to Use Services with Brand Image

From the analysis conducted by the author, the author proves that the brand image is able to mediate the significant influence of the new Pos Indonesia logo on the intention to use the service, with a p-value of 0.012 which is smaller than 0.05. These findings indicate that while the new logo does not directly have a significant effect on the intent to use the service, it can appear indirectly through the brand image.

Rebranding has now become a strategy widely implemented by companies to build a new image that is more attractive and differentiated from competitors. This process is carried out through changes to some or all elements of the company, such as logos, slogans, marketing strategies, websites, and other corporate identity elements. Through rebranding, companies not only create a new image but also attempt to reshape consumers' perceptions and mindsets simultaneously. In its implementation, companies make changes to several elements, such as logo colors, marketing strategies, and website appearances, with the aim of increasing consumers' intention to use the service or product (Kori & Ngamkroeckjoti, 2020).

Brand visual symbols, which include graphic symbols, colors, and typography, are important elements in the process of building brand image. Brand image plays a role in representing the core values of a brand, conveying information effectively to consumers, and establishing the brand's character in consumers' minds. Consumers' perceptions of brand image also help them recognize, remember, and understand a brand more easily, which can encourage their intention to try the products or services offered (Xue, 2024).

In today's increasingly competitive business environment, consumer choices have become more diverse, while similar products continue to emerge, making differences in quality and price between products increasingly difficult to distinguish. In such conditions, strengthening brand image becomes an important aspect for companies to enhance competitiveness while attracting consumer attention. Therefore, brand image can be understood as a communication bridge between companies and consumers (Guoguang, 2024). Consumers' perceptions of

brand image have a major influence in shaping consumer responses and behavior, as well as determining the future development of the brand.

The new logo that is effective in improving the brand image will increase consumer perception of the brand's identity and quality, which in turn encourages consumers' intention to use Pos Indonesia's services. In other words, visual changes such as a new logo can serve as a trigger to strengthen the brand's image, which then contributes significantly to consumers' decision to intention to use service. Therefore, the new logo should be seen as a strategic element that strengthens the brand image, which ultimately increases the intention to use the service through the mediation of the brand image.

4.2.7 The Influence of Service Quality on Service Use Intent through Brand Image

Based on the results of the study, brand image was also proven to be able to mediate the significant influence of service quality on service use intention, with a p-value that has a statistical value below 0.05. That is 0.000. These findings mean that the quality of service not only affects the intention of use directly, but also indirectly through the improvement of brand image.

Corporate re-branding does not directly increase consumers' purchase intention because brand changes often generate initial negative responses and may reduce existing brand recognition and customer loyalty. However, a positive brand image has been proven to enhance consumer perceptions, trust, and purchase intention across both low-involvement and high-involvement products. Furthermore, the effect of re-branding on purchase intention is stronger when it operates through brand image rather than through a direct relationship (Maisya Nastiti et al., 2021). This indicates that brand image serves as a mediating variable linking corporate re-branding to intention to use service. Therefore, the success of a re-branding strategy largely depends on its ability to establish and strengthen a positive brand image in consumers' minds.

The improvement of service quality will not yield optimal results unless it is supported by the strengthening of brand image. When consumers have a positive, strong, and consistent perception of a brand, they are more likely to make repeat purchases and recommend the products or services to others. Accordingly, efforts to strengthen brand image should be carried out through service quality improvements that are integrated with various supporting elements, such as the consistent use of visual identity, effective and engaging brand communication, and service delivery that aligns with the brand values the business seeks to project. Through this approach, brand image can serve as a strategic factor in building customer loyalty while simultaneously enhancing intention to use (Ibrahim et al., 2025).

When consumers perceive a high-quality service, they tend to have a better perception of the brand, which ultimately strengthens their intention to use the service. A positive brand image, which is formed from superior service quality, is an important factor in forming loyalty and intention to use services sustainably. Therefore, service quality improvement strategies need to be focused not only on functional improvements, but also on strengthening positive perceptions of the brand to encourage intention to use service through the mediation of a strong brand image.

5. Conclusion and Suggestion

Service quality and brand image are the primary factors influencing the intention to use PT Pos Indonesia's services. Service quality has been proven to have a positive and significant effect on both brand image and service usage intention. The better the quality of service

provided, the more positive consumers' perceptions of the Pos Indonesia brand become, and the stronger their intention to use the services offered. This study also shows that brand image has a positive and significant effect on service usage intention. A strong brand image can enhance consumer trust, loyalty, and positive perceptions of Pos Indonesia, thereby encouraging them to continue using its services. Therefore, efforts to build a positive brand image are an important strategy for improving the company's competitiveness.

Meanwhile, Pos Indonesia's new logo change was not found to have a direct effect on service usage intention. However, the logo change was shown to have an indirect effect through brand image. These findings indicate that a logo, as part of a company's visual identity, does not automatically encourage consumers to use its services. Instead, it can strengthen brand image, which in turn increases service usage intention. Thus, the effectiveness of a logo change largely depends on its ability to build positive perceptions of the brand.

In addition, brand image was found to play a significant mediating role in the relationship between logo change and intention to use service, as well as between service quality and service usage intention. This suggests that brand image functions as a bridge connecting various corporate strategies with consumer behavior. Therefore, companies need to consistently integrate the management of visual identity, brand communication, and service quality improvement in order to build a strong brand image and sustainably increase service usage intention. The success of Pos Indonesia in enhancing service usage intention depends not only on changes in visual identity, such as a new logo, but also on the company's ability to deliver high-quality services and build a positive, strong, and relevant brand image that aligns with consumers' needs and expectations.

This study contributes to the development of marketing theory related to rebranding, service quality, brand image, and intention to use services. The findings indicate that logo changes do not directly increase the intention to use services but influence it through the formation of a positive brand image. These results highlight that the success of rebranding depends on its ability to strengthen consumers' perceptions of the brand.

Furthermore, this study demonstrates that brand image acts as a mediating variable that links the effects of rebranding and service quality to the intention to use services. Service quality was also found to be an important factor in building brand image and increasing the intention to use services, both directly and indirectly. Moreover, this study enriches the existing literature on the relationships among rebranding, service quality, brand image, and intention to use within the context of the logistics sector and state-owned service enterprises, which have received relatively limited attention compared to the manufacturing, retail, and e-commerce sectors.

The findings indicate that a logo change alone is not sufficient to increase the public's intention to use PT Pos Indonesia's services. Therefore, the company should support its rebranding efforts by strengthening its brand image, implementing consistent marketing communications, and delivering messages that reflect the company's transformation. In addition, service quality is the primary factor influencing both brand image and the intention to use services. Consequently, PT Pos Indonesia should continuously improve service speed, accuracy, security, accessibility of digital services, and employee professionalism. The company should also ensure consistency in its visual identity across all communication channels and service platforms. For the Pospreneur community, strengthening customer relationships through educational programs, business mentoring, digital promotion, and

enhanced service interactions can help reinforce PT Pos Indonesia's image as a trusted and innovative business partner.

6. Limitations and Future Research

This study has several limitations. First, the research only focuses on logo change, service quality, brand image, and intention to use services, while other factors such as customer satisfaction, trust, price perception, digital service quality, promotion, and previous customer experience were not examined. Second, this study measures consumer intention rather than actual service usage behavior, so the results may not fully represent consumers' real decisions in using Pos Indonesia services. In addition, the data were collected based on respondents' perceptions, which may be influenced by subjective experience and individual understanding of the Pos Indonesia logo and services.

Future research is suggested to include additional variables, such as customer satisfaction, perceived value, trust, loyalty, and digital service experience, to provide a more comprehensive understanding of consumer behavior. Future studies may also use a larger and more diverse sample to improve the generalizability of the findings. In addition, further research can apply a longitudinal approach to examine whether the influence of logo change, service quality, and brand image on intention to use services changes over time. Researchers may also compare consumers who actively use Pos Indonesia services with those who rarely use them to obtain deeper insights into the relationship between brand perception and actual service behavior.

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