

THE INFLUENCE OF SERVICE QUALITY AND REBRANDING ON INDRIVE'S BRAND IMAGE

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Abstract

The growth of the application-based transportation service industry, or ride-hailing, in Indonesia over the past decade has become an interesting phenomenon in the development of the digital economy. This research uses an associative quantitative approach. The sampling technique used is non-probability sampling, specifically purposive sampling. The population in this study consists of students who have used InDrive's online motorcycle taxi services. The sample for this study is 100 respondents. The data collection technique used is a questionnaire. The data analysis method employed is SPSS 27 for Windows, using multiple linear regression analysis, F-test, t-test, and the coefficient of determination. The results of this study conclude that: Service Quality, partially, has a significant influence on InDrive's Brand Image. Rebranding, partially, has a significant influence on Brand Image, and both Service Quality and Rebranding, simultaneously, have a significant influence on the Impact of Service Quality and Rebranding on InDrive's Brand Image.

Keywords: Service Quality, Rebranding, Brand Image

INTRODUCTION

According to Statista (2023), the revenue in the Ride-hailing & Taxi segment is projected to reach US\$7.56 billion in 2025 in Indonesia, with an annual growth rate (CAGR 2025–2029) of 5.32%. This highlights the continuous and rapid expansion of this industry. The growth of the application-based transportation service industry, or ride-hailing, in Indonesia over the past decade has become an interesting phenomenon in the development of the digital economy. This phenomenon reflects a fundamental change in the way people access transportation services and interact with technology. Along with the increasing number of internet users and the growing number of people owning smartphones, ride-hailing platforms have become the primary choice for those seeking fast, convenient, and affordable transportation. The impact is widespread, not only in terms of individual mobility but also in transforming the informal economy by providing new job opportunities, especially in large cities. However, this growth also brings several challenges that need to be addressed, such as intense competition among ride-hailing platforms to maintain market share and develop new innovations. For example, ride-hailing platforms have enabled many individuals, especially those from lower-income backgrounds, to earn income as drivers without needing formal employment. This has helped reduce unemployment and stimulate local spending in urban communities.

According to survey data from the Research and Development Agency of the Ministry of Transportation (2022), the majority of the public uses the Gojek online transportation application the most (59.13 percent). After Gojek, people use the Grab application (32.24 percent), Maxim (6.93 percent), inDriver (1.47 percent), and others (0.23 percent), as shown in Figure 1.1 below. Gojek maintains its dominance through ecosystem integration with services like GoPay, GoFood, and GoSend, making it a one-stop solution. Grab leverages aggressive promotional campaigns, user loyalty programs, and partnerships with merchants and financial institutions to enhance stickiness and customer value.

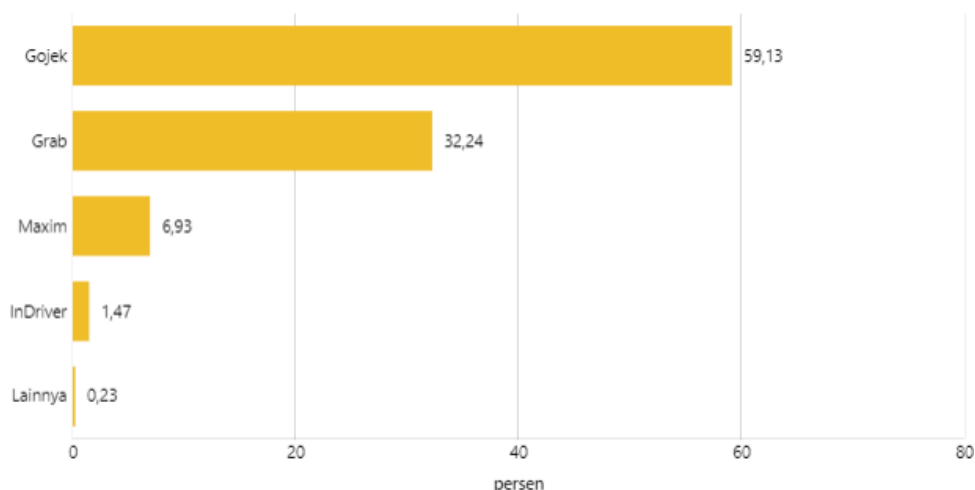


Figure 1.1 Data of Online Transportation Applications Used by the Public

Source: Databoks (2022)

From the data above, it can be concluded that the ride-hailing industry in Indonesia shows intense competition between companies, reflecting the competitive dynamics in the online transportation market. Additionally, it highlights the importance of product differentiation and effective marketing strategies in winning the competition within the ride-hailing industry.

In the ride-hailing industry, several marketing strategies can be implemented, such as improving service quality and rebranding to enhance brand image among the public. According to Mauladdawil, T., & Nugroho, R. H. (2023), Service Quality reflects a company's ability to deliver superior services compared to its competitors, including friendly interpersonal interactions, quick problem resolution, and responsiveness to customer feedback. By focusing on high service quality, companies can build strong relationships with customers, increase retention, and create a positive reputation in the market. Service quality and rebranding are also closely tied to brand equity. According to Keller (1993), brand equity is strengthened through consistent service delivery and positive brand associations. Rebranding can revitalize consumer perceptions, while high service quality builds trust and loyalty—both essential in shaping brand equity.

According to Wulan Sari, C. (2019), Rebranding is a transformation of brand identity that is visible through the renewal of a brand's logo or symbol, aiming to refresh or completely change the image of an existing brand to be more optimal. Through the

rebranding process, the values embedded in the brand change with the company's main goal, namely to increase profitability.

Meanwhile, Brand Image, according to Fajarani, B., & Susilowati, L. (2022), is described as the image or impression formed in the minds of consumers based on their information, experience, and perceptions of the brand. Before ultimately deciding to purchase a product, consumers will consider this brand image as one of the determining factors. A strong brand image can significantly influence consumer behavior. Research by Kotler and Keller (2016) found that customers are more likely to repurchase and recommend brands with a favorable image, leading to increased market share and profitability.

Superior service quality and an appropriate rebranding process are two key factors in enhancing a company's brand image. Good service not only builds positive relationships with consumers but also influences their overall perception of the brand. Meanwhile, rebranding allows a company to change or refresh its brand image in line with market changes or the values it wishes to convey.

This study will focus on active students of the Faculty of Social and Political Sciences at UPN Veteran Jawa Timur who have used the InDrive online motorcycle taxi service. This is because students are one of the main user groups of online transportation services, given their high mobility needs for academic and social activities. Additionally, students tend to be more adaptive to new technology and often seek efficient and affordable transportation solutions. By selecting a sample from FISIP students, this study is expected to provide a representative overview of user preferences and perceptions regarding the service quality and rebranding efforts made by InDrive. Globally, students and young adults have been identified as early adopters of ride-hailing apps due to their tech-savviness and need for efficient transportation. This demographic is crucial for market penetration and word-of-mouth growth strategies.

Based on the results of a preliminary survey conducted by the researcher, it was found that 38% of FISIP students from a sample of 50 were InDrive users compared to other motorcycle taxi services. The preliminary survey results can be seen on the following page.

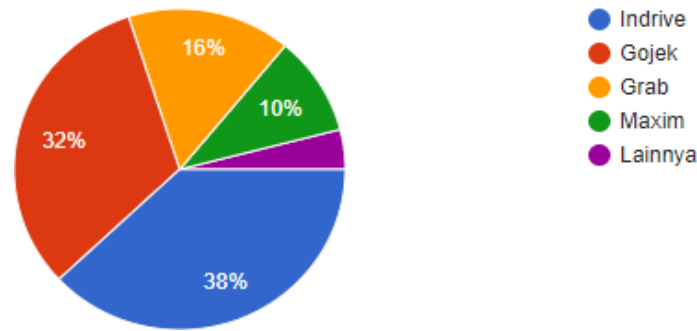


Figure 1
Preliminary Survey Data of FISIP Students at UPN Veteran Jawa Timur
Source: Survey by Researcher (2024)

REVIEW OF LITERATURE

Marketing

According to Ariyanto, A. (2023), marketing refers to a series of activities designed to deliver goods or services that fulfill consumer needs while generating profits. These activities include market research, product development, pricing, distribution, and promotion, which aim to build long-term relationships between companies and consumers. Additionally, Mauladdawil, T., & Nugroho, R. H. (2023) emphasize that marketing is a social and managerial process in which individuals and groups satisfy their needs by offering value through exchange. Marketing not only involves selling but also ensuring consumer satisfaction through interaction and strategic management. In conclusion, marketing is a strategic management function that aligns company goals with consumer needs through coordinated activities.

Service Quality

Ahmad Zikri, M. I. H. (2022) defines service quality as a set of characteristics that affect the ability of a service to meet consumer expectations. High-quality services offer satisfaction through every customer interaction, addressing both functional and emotional needs. Similarly, Apriliana, A., & Sukaris, S. (2022) state that service quality encompasses the company's efforts to fulfill customer expectations accurately and consistently. Effective service quality fosters customer loyalty and enhances company reputation. Therefore, service

quality represents the company's commitment to providing accessible, responsive, reliable, and personalized services to meet customer satisfaction and competitiveness.

Rebranding

According to Andirani, F., & Anandita, C. (2019), rebranding involves a strategic overhaul of brand identity elements such as name, logo, and messaging to make the brand more relevant to market needs. Burhanuddin, R. A., Wicaksono, B. W., & Hanafiah, F. P. (2023) add that rebranding aims to enhance perceived value by refreshing visual elements without altering the product's core benefits. It helps companies remain competitive and expand their market reach. In summary, rebranding is a strategic step to rejuvenate a brand's public image, strengthen its positioning, and ensure its relevance in dynamic markets.

Brand Image

Arianty, N., & Andira, A. (2021) explain that brand image refers to consumers' perceptions and associations with a brand, which influence their purchasing decisions. Fasha et al. (2022) reinforce this by describing brand image as a culmination of consumer beliefs and experiences that create either a positive or negative impression. A strong brand image builds consumer trust and creates competitive differentiation. Thus, brand image plays a crucial role in shaping consumer preferences, encouraging loyalty, and enhancing brand value in a crowded marketplace.

The concepts of marketing, service quality, rebranding, and brand image are interconnected and form the theoretical foundation for analyzing InDrive's branding strategy. Effective marketing and superior service quality strengthen brand image, while rebranding efforts help maintain relevance in a competitive market. These concepts are particularly relevant in the context of InDrive, which operates in a highly dynamic ride-hailing industry and targets student consumers. Understanding how these variables interact provides a solid basis for evaluating InDrive's market positioning and customer perceptions.

RESEARCH METHOD

This study employs an associative research type with a quantitative approach. According to Abdullah (2024), associative quantitative research is an approach aimed at understanding and explaining the relationships between two or more phenomena using

quantitative data, which consists of numbers or figures. This approach allows researchers to identify and analyze correlations or relationships between the observed variables and to use statistical methods to test hypotheses and gain a deeper understanding of the phenomena being studied.

The sampling technique used is non-probability sampling with a purposive sampling approach, which is a method of selecting respondents to serve as samples based on specific criteria, with a sample size of 100 respondents. The data collection techniques for this study include questionnaires, observations, and literature reviews.

From the data above, it can be seen that InDrive has a fairly significant percentage compared to its competitors. This indicates that InDrive has a considerable market share among FISIP students at UPN Veteran Jawa Timur, despite facing tight competition with other platforms. This survey also provides a solid initial basis for further exploring how InDrive's service quality and rebranding strategy influence students' decisions in choosing online transportation services. The data also emphasizes the importance of understanding the factors that contribute to users' choices in order to develop more effective marketing and service strategies. The discussion on the competitive landscape naturally leads to how InDrive can utilize its service quality and rebranding strategies to stand out. By leveraging insights from student preferences, InDrive can position itself more strategically within this target segment.

RESULTS AND DISCUSSION

Service Quality (X1)

		Correlations										
		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9	X1.10	X1
X1.1	Pearson Correlation	1	-.098	.079	-.009	.104	-.123	.133	.051	.057	-.016	.292**
	Sig. (2-tailed)		.308	.413	.928	.055	.199	.165	.599	.555	.872	.002
X1.2	Pearson Correlation	-.098	1	-.199*	-.046	.049	.222*	-.243*	.094	.197*	.128	.287**
	Sig. (2-tailed)	.308		.037	.632	.613	.019	.011	.331	.039	.183	.002
X1.3	Pearson Correlation	.079	-.199*	1	.088	.233*	.069	.230*	.321**	.169	.023	.500**
	Sig. (2-tailed)	.413	.037		.373	.015	.474	.016	<.001	.078	.809	<.001
X1.4	Pearson Correlation	-.009	-.046	.088	1	.129	.049	.531**	.269**	-.052	.115	.558**
	Sig. (2-tailed)	.928	.632	.373		.180	.613	<.001	.002	.591	.233	<.001
X1.5	Pearson Correlation	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
	Sig. (2-tailed)	.184	.049	.233*	.129	1	-.229*	.183	.350**	-.061	-.042	.425**
X1.6	Pearson Correlation	.055	.613	.015	.180		.016	.055	<.001	.525	.660	<.001
	Sig. (2-tailed)	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
X1.7	Pearson Correlation	-.123	.222*	.069	.049	-.229*	1	-.009	.091	.179	.139	.345**
	Sig. (2-tailed)	.199	.019	.474	.613	.016		.927	.346	.062	.147	<.001
X1.8	Pearson Correlation	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
	Sig. (2-tailed)	.133	-.243*	.230*	.531**	.183	-.009	1	.058	-.138	-.115	.434**
X1.9	Pearson Correlation	.165	.011	.016	<.001	.055	.927		.548	.150	.230	<.001
	Sig. (2-tailed)	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
X1.10	Pearson Correlation	.599	.331	<.001	.002	<.001	.346	.548		.201	.314	<.001
	Sig. (2-tailed)	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
X1	Pearson Correlation	.555	.039	.078	.591	.525	.062	.150	.201		.053	.003
	Sig. (2-tailed)	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
X1.10	Pearson Correlation	-.016	.128	.023	.115	-.042	.138	-.115	.097	-.185	1	.303*
	Sig. (2-tailed)	.872	.183	.809	.233	.660	.147	.230	.314	.053		.001
X1	Pearson Correlation	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110
	Sig. (2-tailed)	.292**	.287**	.500**	.558**	.425**	.345**	.434**	.530**	.279**	.303**	1
X1	Pearson Correlation	.002	.802	<.001	<.001	<.001	<.001	<.001	<.001	<.001	.003	.001
	Sig. (2-tailed)	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110	.110

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data Processed in 2024

Based on the validity test results presented in the table above, all question items for variable X1 (Service Quality) achieved a significance value less than 0.05. This indicates that each question item used to measure service quality has adequate precision and accuracy in measuring the intended concept. Therefore, it can be concluded that the measurement instrument for variable X1 (Service Quality) is valid and can be used for further analysis.

Rebranding (X2)

		Correlations						
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2
X2.1	Pearson Correlation	1	-.126	.297**	.117	.001	.247**	.579**
	Sig. (2-tailed)		.188	.002	.223	.994	.009	<.001
	N	110	110	110	110	110	110	110
X2.2	Pearson Correlation	-.126	1	-.362**	.184	-.056	.217*	.362**
	Sig. (2-tailed)	.188		<.001	.054	.563	.023	<.001
	N	110	110	110	110	110	110	110
X2.3	Pearson Correlation	.297**	-.362**	1	-.011	.201*	-.077	.422**
	Sig. (2-tailed)	.002	<.001		.912	.035	.423	<.001
	N	110	110	110	110	110	110	110
X2.4	Pearson Correlation	.117	.184	-.011	1	-.260**	.037	.528**
	Sig. (2-tailed)	.223	.054	.912		.006	.703	<.001
	N	110	110	110	110	110	110	110
X2.5	Pearson Correlation	.001	-.056	.201*	-.260**	1	-.316**	.160
	Sig. (2-tailed)	.994	.563	.035	.006		<.001	.095
	N	110	110	110	110	110	110	110
X2.6	Pearson Correlation	.247**	.217*	-.077	.037	-.316**	1	.417**
	Sig. (2-tailed)	.009	.023	.423	.703	<.001		<.001
	N	110	110	110	110	110	110	110
X2	Pearson Correlation	.579**	.362**	.422**	.528**	.160	.417**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	.095	<.001	
	N	110	110	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data Processed in 2024

The data from the validity test in the table above indicates that each question item for variable X2 (Rebranding) has a significance value below 0.05. This result shows that the measurement instrument used to assess the concept of rebranding has a good level of accuracy. Therefore, it can be stated that the data for variable X2 (Rebranding) is valid and suitable for further analysis.

Brand Image (Y)

		Correlations						
		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y
Y1.1	Pearson Correlation	1	.020	.238*	.315**	.244*	-.055	.649**
	Sig. (2-tailed)		.835	.012	<.001	.010	.566	<.001
	N	110	110	110	110	110	110	110
Y1.2	Pearson Correlation	.020	1	-.129	.337**	.096	.016	.492**
	Sig. (2-tailed)	.835		.179	<.001	.317	.865	<.001
	N	110	110	110	110	110	110	110
Y1.3	Pearson Correlation	.238*	-.129	1	-.131	.215*	.254**	.450**
	Sig. (2-tailed)	.012	.179		.173	.024	.007	<.001
	N	110	110	110	110	110	110	110
Y1.4	Pearson Correlation	.315**	.337**	-.131	1	-.112	.105	.552**
	Sig. (2-tailed)	<.001	<.001	.173		.244	.275	<.001
	N	110	110	110	110	110	110	110
Y1.5	Pearson Correlation	.244*	.096	.215*	-.112	1	-.151	.440**
	Sig. (2-tailed)	.010	.317	.024	.244		.115	<.001
	N	110	110	110	110	110	110	110
Y1.6	Pearson Correlation	-.055	.016	.254**	.105	-.151	1	.321**
	Sig. (2-tailed)	.566	.865	.007	.275	.115		<.001
	N	110	110	110	110	110	110	110
Y	Pearson Correlation	.649**	.492**	.450**	.552**	.440**	.321**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	110	110	110	110	110	110	110

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Primary Data Processed in 2024

The results of the validity test above indicate that all question items for variable Y (Brand Image) have a significance value of less than 0.05. This shows that each question item used to measure brand image has a good ability to represent the concept being measured. Therefore, the data for variable Y (Brand Image) is declared valid and can be used in subsequent analysis processes.

Reliability Test

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.647	11

Source: Primary Data Processed in 2024

Based on the table above, the results of the reliability test show a Cronbach's Alpha value of 0.647. This value is greater than the generally accepted threshold of 0.60. This indicates that the measurement instrument used in this study has adequate internal consistency. In other words, if the measurement is repeated on the same subjects, the results are likely to be consistent. Therefore, it can be concluded that the tested data have good reliability and can be relied upon for further analysis.

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		110	
Normal Parameters ^{a, b}	Mean	.0000000	
	Std. Deviation	1.55879736	
Most Extreme Differences	Absolute	.062	
	Positive	.053	
	Negative	-.062	
Test Statistic		.062	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.361	
	99% Confidence Interval	Lower Bound	.348
		Upper Bound	.373

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Primary Data Processed in 2024

The normality test shown in the table above indicates that the significance value for the normality test is 0.2. This value is greater than the established significance level of 0.05. This result indicates that the residuals of the regression model are normally distributed.

Multicollinearity Test

Coefficients^a

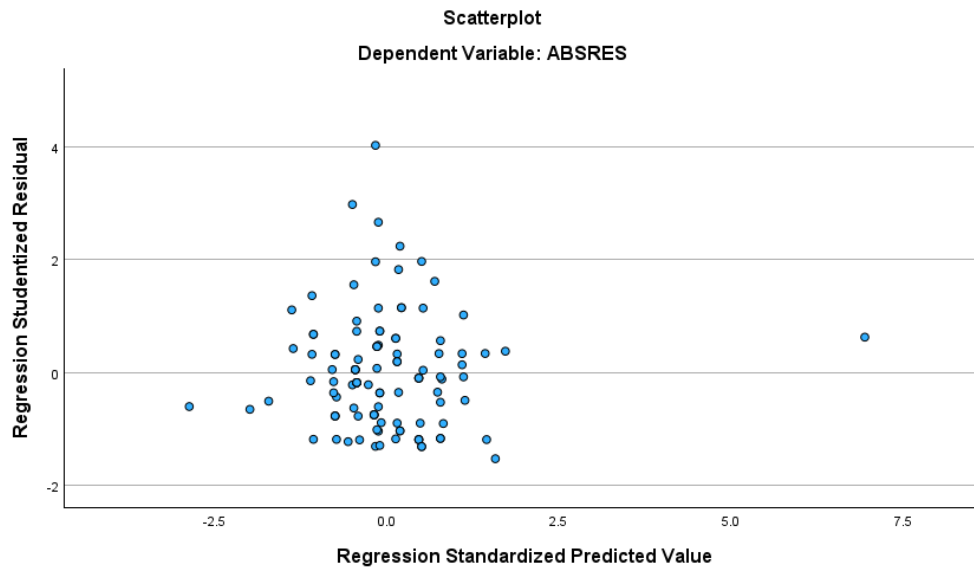
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.168	2.211		.076	.940		
	X1	.384	.054	.535	7.123	<.001	.741	1.350
	X2	.376	.091	.311	4.144	<.001	.741	1.350

a. Dependent Variable: Y

Source: Primary Data Processed in 2024

The results of the multicollinearity test using the Variance Inflation Factor (VIF) shown in the table above indicate that the VIF values for all independent variables are less than 10, and the tolerance values are greater than 0.10. These criteria suggest that there is no strong correlation among the independent variables in the regression model.

Heteroscedasticity Test



Source: Primary Data Processed in 2024

The results of the heteroscedasticity test using a scatter plot, as shown in the table above, indicate that there is no clear pattern, with the points spread evenly above and below zero on the Y-axis. The random distribution of points without forming a specific pattern (such as wavy, widening, then narrowing) suggests that the variance of the residuals from one observation to another is constant, indicating homoscedasticity.

Multiple Linear Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.168	2.211		.076	.940		
	X1	.384	.054	.535	7.123	<.001	.741	1.350
	X2	.376	.091	.311	4.144	<.001	.741	1.350

a. Dependent Variable: Y

Source: Primary Data Processed in 2024

Based on the regression calculations in the previous table, the regression equation used in this research is as follows:

$$Y = 2.148 + 0.384(X1) + 0.376(X2)$$

The results of the previous regression equation are presented below:

1. With a constant value of 0.168, it can be interpreted that when the independent variable is valued at 0, the dependent variable will have a value of 0.168.
2. With a regression coefficient for variable X1 of 0.384, which is positive (+), it can be interpreted that if the value of variable X1 increases, then the value of variable Y will also tend to increase, and vice versa.
3. With a regression coefficient for variable X2 of 0.376, which is positive (+), it can be concluded that if variable X2 experiences an increase, then variable Y will also tend to increase, and vice versa.

R Square Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.553	.544	1.573

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary Data Processed in 2024

The R Square value in the table above shows a value of 0.553. This indicates that the variables X1 (Service Quality) and X2 (Rebranding) together can explain 55.3% of the variation in the Y variable (Brand Image). In other words, 55.3% of the changes or variations in brand image can be explained by the factors of service quality and rebranding efforts.

Meanwhile, the remaining 44.7% is influenced by other factors not included in this research model.

The t-test (partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.168	2.211		.076	.940		
	X1	.384	.054	.535	7.123	<.001	.741	1.350
	X2	.376	.091	.311	4.144	<.001	.741	1.350

a. Dependent Variable: Y

Source: Primary Data Processed in 2024

a. Variable X1 (Service Quality)

The calculated t-value (7.123) is greater than the t-table value (1.982), and the significance value (0.01) is less than 0.05. This result indicates that variable X1 (Service Quality) has a significant partial effect on variable Y (Brand Image). This suggests that improving service quality can have a significant positive impact on brand image formation.

b. Variable X2 (Rebranding)

The calculated t-value (4.144) is greater than the t-table value (1.982), and the significance value (0.01) is less than 0.05. This result shows that variable X2 (Rebranding) also has a significant partial effect on variable Y (Brand Image). This finding indicates that the rebranding efforts undertaken have a real impact on shaping or changing consumers' perceptions of brand image.

Variable	T Calculate	T table	Sig	Criteria
X1	7.123	1.982	0.01	Influence
X2	4.144	1.982	0.01	Influence

The F-test (simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	327.365	2	163.682	66.127	<.001 ^b
	Residual	264.854	107	2.475		
	Total	592.218	109			

a. Dependent Variable: Y
 b. Predictors: (Constant), X2, X1

The F-test results in the table above show a calculated F-value of 66.127, which is greater than the F-table value (3.081192934). Additionally, the significance value obtained is 0.01, which is smaller than the established significance level (0.05). This result indicates that the regression model used is fit or appropriate. In other words, the independent variables (X1 - Service Quality and X2 - Rebranding) collectively (simultaneously) have a significant effect on the dependent variable (Y - Brand Image). This finding reinforces that the combination of service quality and rebranding efforts has a significant impact on brand image formation.

CONCLUSION

Based on the results of this study, it can be concluded that service quality and rebranding simultaneously have a significant influence on the brand image of InDrive. This is supported by the F-test analysis, which shows that both variables collectively contribute to shaping brand image, with an R Square value of 0.553, indicating that 55.3% of the variation in brand image can be explained by these two factors. The remaining 44.7% is influenced by other variables not examined in this study. Furthermore, the partial test results (t-test) reveal that both service quality and rebranding individually have a significant positive effect on brand image. The regression coefficient for service quality is 0.384, while the coefficient for rebranding is 0.376, indicating that improvements in either variable are associated with a stronger brand image. These findings highlight the importance of delivering high-quality services and implementing effective rebranding strategies to enhance the perception and positioning of InDrive in the minds of consumers.

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