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The Role of Brand Identity Consistency in Driving Marketing Effectiveness and Customer Recognition

(A Case Study of SME Florist Rebranding)

Zahran Fathinah Salsabila[1*], Leo Aldianto[2]
[1,2] Master of Business Administration, School of Business and Management, Institut Teknologi Bandung, Indonesia
Email: 29324348@mahasiswa.itb.ac.id[1], leo.aldianto@sbm-itb.ac.id[2]*

**Penulis Korespondensi: 29324348@mahasiswa.itb.ac.id*

Abstract. This study examines the role of brand identity consistency in influencing marketing effectiveness, customer recognition, and financial performance at One Step Florist following a rebranding initiative. A quantitative multi-method approach was employed using primary data from 204 respondents collected through Likert-scale questionnaires and secondary data from internal business records covering conversion and financial performance from January to May 2026. Brand consistency was measured using the Brand Consistency Index (BCI), while marketing effectiveness was assessed through the Integrated Marketing Communication (IMC) framework. The results indicate a strong and significant positive relationship between brand identity consistency and marketing effectiveness ($r = 0.944$; $p < 0.001$), and brand clarity was strongly associated with customer recognition ($r = 0.932$; $p < 0.001$). The overall IMC performance was categorized as very high (mean = 4.39). However, the relationship between IMC and conversion rate was not statistically significant, suggesting the influence of external operational factors. Despite a relatively high average conversion rate (53.60%), customer retention remained low (32.01%), indicating predominantly occasion-driven purchasing behavior, while financial analysis revealed revenue instability (coefficient of variation = 23.57%). The study implies that brand identity consistency enhances marketing effectiveness and recognition, but its impact on conversion and financial stability is constrained by operational factors and customer behavior, highlighting the need to integrate branding with retention efforts and operational improvement.

Keywords: Brand Identity Consistency; Conversion Rate; Customer Retention; Financial Performance; Integrated Marketing Communication.

1. INTRODUCTION

The global florist industry has undergone significant transformation over the past decade, driven by changing consumer lifestyles, increasing digitalization, and the rise of experiential consumption. Traditionally, florists have been closely associated with ceremonial occasions where people give one another flower arrangements as a symbol of respect and affection. However, urban consumers, especially Gen Z and Millennials, now see flowers as an everyday form of gifting selected on the basis of the arrangement's aesthetics, experiential value, identity, emotion, or other lifestyle alignment. Floral arrangements are perceived not merely as products but as personal expressions and lifestyle identities, and these demographics prioritize aesthetic coherence, emotional resonance, and brand identity alignment when selecting products and services (Kotler, Kartajaya & Setiawan, 2021). Within an urban lifestyle context shaped by the proliferation of lifestyle cafés, creative markets, and content-driven platforms such as TikTok and Instagram, demand accelerates for florists that blend visual appeal, emotional storytelling, and experiential value to attract urban consumers.

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Despite this promising market potential, many small and medium enterprises (SMEs) operating in Indonesia's creative sector, including the florist industry, face significant challenges in differentiating themselves, creating consistent brand perceptions, and converting online engagement into stable revenue (Suryani, 2020). Many small florist businesses struggle with fragmented visual presentation, which is mostly characterized by inconsistent color palettes, typography, and communication tone. As Hatch and Schultz (2008) argue, when a brand's internal identity fails to align with its external presentation, the brand's market positioning becomes inherently weakened. This misalignment is particularly consequential in the digital era, where customers form judgements based on the visual and verbal coherence and quality across social media platforms. Without a clearly articulated and consistently executed brand narrative, SMEs in the creative sector risk becoming indistinguishable in an increasingly saturated marketplace.

The strategic importance of brand identity consistency extends well beyond aesthetic considerations. According to Aaker (1996), brand identity serves as the strategic foundation that guides how a brand presents itself and how it intends to be perceived by customers. Keller (2013) emphasizes that a strong and consistent brand identity enhances brand recognition, customer trust, and purchase intention, which are prerequisite conditions for sustainable marketing effectiveness. Incoherent brand signaling across social media, packaging, copywriting, and customer interactions results in a fragmented brand perception that undermines consumer confidence and suppresses conversion rates. Rust et al. (2004) argue that marketing effectiveness should be evaluated based on its contribution to financial outcomes, particularly through its impact on customer acquisition, retention, and customer lifetime value, which ultimately drive firm performance. In other words, brand identity consistency is not merely a design problem; it is a financial performance driver.

Within this industry context, One Step Florist presents a particularly instructive paradox: a brand with high social media visibility, including viral content videos and strong offline engagement through pop-up flower bars and workshops, yet one whose brand identity remains ambiguous and poorly recognized among its own customers. Preliminary diagnostic data reveal that 6 out of 10 people are unable to read the brand name clearly due to its typography and visual materials, while 7 out of 10 are unfamiliar with One Step Florist as a brand. These pain points show a significant disconnection between the intended brand identity and actual market penetration, suggesting that current visual communication efforts fail to achieve adequate brand salience among the target demographic.

This research is driven by an urgent practical necessity. Visual and verbal inconsistencies in One Step Florist's brand expression have resulted in measurable financial consequences, including stagnant transaction growth, consistent revenue shortfalls, and unstable cash flow that constrains reinvestment capacity. Accordingly, this study examines the rebranding process at One Step Florist to systematically investigate the relationships between brand identity consistency, marketing effectiveness, and financial performance. The objectives of this study are to measure how a clearly defined and consistently activated brand identity influences marketing effectiveness and conversion, how brand clarity influences customer recognition, and how brand and marketing alignment contribute to the stability of financial performance in a small creative business.

2. LITERATURE REVIEW

The primary theoretical foundation of this study is brand equity theory, first introduced by Aaker (1991), which defines brand equity as a set of assets and liabilities linked to a brand's name and symbol that add to or subtract from the value provided by a product or service. Aaker conceptualizes brand equity through the dimensions of brand loyalty, perceived quality, and brand association, while Keller (1993) developed the Customer-Based Brand Equity (CBBE) framework, which emphasizes how brand knowledge shapes consumer responses to marketing activities. Together, these frameworks assert that consistent brand identity activation across visual, verbal, and experiential touchpoints strengthens customer recognition and trust, ultimately influencing purchase intention and loyalty. This perspective is enriched by Brand 5.0, derived from the Marketing 5.0 framework (Kotler, Kartajaya & Setiawan, 2021), which emphasizes omnichannel consistency, data-driven personalization, and community-based engagement with strong emotional resonance and storytelling, making it especially relevant for small creative businesses such as florists whose customer decisions are highly influenced by visual appeal and social media presence.

To connect brand consistency with marketing and financial outcomes, this study also draws on Integrated Marketing Communication (IMC) theory and marketing productivity theory. IMC, championed by Schultz (1993) and refined by Kliatchko (2008), is a strategic framework emphasizing the alignment and coordination of all brand messages across all channels, arguing that customers respond more favorably to brands with coherent identity presentation across digital media, packaging, customer service, and experiential touchpoints. Meanwhile, marketing productivity theory is rooted in the Marketing-Finance Interface, which addresses how marketing contributes to financial performance; Rust et al. (2004) and

Srinivasan and Hanssens (2009) emphasize the importance of quantifying marketing outcomes through metrics such as conversion rate and revenue growth rate, and view marketing as a financial investment rather than a cost center. Several previous studies on Indonesian SMEs (Rahayu & Hidayat, 2019; Indrasari, 2019; Putri & Khasanah, 2021; Puspitawati & Herlina, 2020) confirm that brand identity and message consistency strengthen brand image, recognition, and purchase decisions, yet they generally do not measure marketing conversion or link brand equity to revenue stability, a gap addressed by this study through the testing of three hypotheses (H1, H2, and H3).

3. RESEARCH METHODOLOGY

This study employs a problem-driven, sequential, multi-method quantitative approach to examine the relationships between brand identity consistency, marketing alignment, marketing effectiveness, and financial performance at One Step Florist. The research population comprises the brand's customers and prospective customers aged 18–35 with middle-income status who are active on social media and reside in Jakarta, Tangerang, and South Tangerang, with a segmented total population of 514,800 people based on data from (Badan Pusat Statistik, 2023). The sample size was determined using Slovin's formula with a 7% margin of error (e = 0.07), yielding a sample of 204 respondents, consistent with the guidelines of Umar (2013) and Sugiyono (2017). Primary data were collected through structured Likert-scale questionnaires (1 to 5) measuring two main instruments, namely the Brand Consistency Index (BCI), which captures visual, communication, and brand-expression consistency, and Integrated Marketing Communication (IMC), which measures five promotion-mix indicators (advertising, sales promotion, public relations, direct marketing, and personal selling); the reliability of both instruments was tested using Cronbach's Alpha with a minimum threshold of 0.70 (Nunnally & Bernstein, 1994). Secondary data, comprising conversion metrics (leads and purchases) and monthly financial performance, were obtained from the brand's internal business records covering January to May 2026.

The research process begins with the identification of business issues and problem formulation, followed by the development of a conceptual framework grounded in branding and marketing theories, the parallel collection of two data streams (BCI and IMC scores from questionnaires, and conversion and financial metrics from internal records), which then converge into the data analysis stage and conclude with the interpretation and discussion of results. Data analysis consists of descriptive statistics to portray the branding, marketing, and financial conditions, and hypothesis testing using techniques tailored to each relationship.

Hypothesis 1 was tested using mediation analysis, decomposing the total effect of BCI on conversion rate into Path a (BCI→IMC), Path b (IMC→conversion rate), and the indirect effect (a×b) whose significance was evaluated using the Sobel test; Hypothesis 2 was tested using Pearson and Spearman correlation analysis complemented by a one-sample t-test against the neutral midpoint; and Hypothesis 3 was tested through a descriptive-inferential financial performance analysis combining the Coefficient of Variation (CV), Ordinary Least Squares (OLS) trend regression, and a composite Brand-Marketing Alignment Index. All mediation and regression tests were processed using a Python script, while the interpretation of results was linked back to the conceptual framework and the theories applied.

4. RESULT AND DISCUSSION

Existing Condition and Rebranding Implementation

Prior to the rebranding initiative, the brand exhibited inconsistencies across various channels, reflected in the visual presentation of printed media (greeting cards, name cards, stickers) and offline appearances (flower studios, flower bar, and signboards). The typography was written inconsistently, some as "One Step Project" and others merged as "ONESTEPROJECT" which made it unreadable, with at least 3 of 5 people admitting difficulty in recognizing the brand due to its typography; the simultaneous use of the words "Project" and "Florist" also created a dual meaning. The absence of a clearly defined brand narrative resulted in nebulous positioning and weakened value propositions, while marketing communication activities were not yet integrated because Instagram, direct messaging, and offline interactions operated without a unified strategy. These conditions underscored the necessity of a rebranding strategy to improve brand consistency, strengthen communication effectiveness, and enhance customer perception.

The rebranding of One Step Florist was grounded in Brand Archetype Theory (Mark & Pearson, 2001) through the integration of the "Lover" and "Jester" archetypes: the Lover archetype facilitates deep emotional resonance and intimacy, becoming a fundamental attribute for a business centered on the act of love and gift-giving, while the Jester archetype injects vitality, playfulness, and accessibility to prevent the brand from appearing overly formal. This conceptual foundation was translated into visual and verbal identity through a logo reflecting warmth and growth via floral and leaf icons together with expressive smiley elements, accompanied by the tagline "Send Smiles with Flowers" that combines emotional appeal with a cheerful tone, all consolidated into a comprehensive brand guideline. Product elements such as flower arrangements, ribbons, greeting cards, stickers, and packaging (paperbag and box)

were redesigned to maintain visual consistency at every touchpoint. Beyond the visual and product changes, the rebranding was also implemented through marketing activities, particularly the thematic Valentine's campaign, as a medium to communicate the new brand identity across multiple channels more effectively.

Marketing Implementation

As part of the rebranding implementation, a Valentine's Campaign was conducted from January to February 2026 using an Integrated Marketing Communication (IMC) approach with one core message: "Valentine is not about the most expensive flowers; it is about the most fitting moment." This concept was translated into three categories according to relationship situations to enable more personalized communication, namely "First Love, Safe Pick" for early-stage relationships with flower options under Rp200,000; "She's The One" for mature couples with flower options of Rp300,000–Rp650,000+; and "I Messed Up but I Love You" for reconciliation moments with ready-to-go flower options of Rp200,000–Rp300,000. The campaign incorporated all IMC elements: advertising through Instagram content (feeds, reels, and stories) guiding customers to choose products suited to their situation; direct marketing through Instagram direct message and WhatsApp with auto-reply and broadcast message systems; personal selling by the Admin as a brand representative providing recommendations and upselling strategies; sales promotion through product bundling and the creation of urgency; and public relations through interaction with audiences and participation in trending conversations to increase brand visibility. Overall, the campaign demonstrates the application of IMC in delivering a consistent message while maximizing engagement and conversion.

Brand Consistency Index (BCI)

Brand Consistency Index (BCI) data were collected quantitatively through a questionnaire completed by 215 respondents who became the sample of this study, with the majority being women (91.6%) and the dominant age group being 18–22 years, aligning with the brand's primary target market. The reliability test using Cronbach's Alpha yielded a value of 0.9328, well above the minimum threshold of 0.70, so all questionnaire items were deemed to have very high internal consistency and the subsequent analysis can be considered credible. The data were then processed according to the three BCI dimensions, namely visual consistency, communication consistency, and brand-expression consistency, with values calculated from the average of respondents' answers in each dimension, as presented in Table 1.

Table 1. Brand Consistency Index (BCI) Score

BCI Dimension	Average Score	Category
Visual Consistency	4.32	Very High
Communication Consistency	4.40	Very High
Brand Expression Consistency	4.36	Very High
Composite Score	4.36	Very High

Based on Table 1, the visual consistency dimension obtained an average score of 4.32, indicating that the use of the logo, color, packaging, product, and visual appearance such as photo mood and content layout was assessed as strong and easily recognizable across various media. The communication consistency dimension obtained the highest score of 4.40, reflecting that the brand's communication style was deemed aligned with its core message, "Send Smiles with Flowers," and capable of maintaining a friendly, cheerful, and engaging tone in both content and direct customer interactions. Meanwhile, the brand-expression consistency dimension obtained a score of 4.36, signaling the brand's success in maintaining core-message consistency across touchpoints and interconnected, mutually supportive communication channels. The composite BCI score of 4.36 falls within the 4.21–5.00 category and is therefore classified as "Very High Consistency" under the class-interval approach on the 1–5 Likert scale, indicating that One Step Florist possesses a strong and consistent brand identity foundation with the potential to strengthen brand recognition and support marketing effectiveness.

Integrated Marketing Communication (IMC)

Integrated Marketing Communication (IMC) data were collected quantitatively through a questionnaire completed by 204 respondents, with the majority being women numbering 188 (92.16%) and a dominant age group of 18–22 years, reflecting a young consumer group active in digital media and concentrated in the Greater Jakarta and Tangerang areas as the brand's primary market, thereby enhancing the validity of the findings. The Cronbach's Alpha reliability test yielded a value of 0.9559, indicating very high reliability, so all IMC items were declared consistent in measuring the same construct. The data were then processed according to the five promotion-mix dimensions, namely Advertising, Sales Promotion, Public Relations, Direct Marketing, and Personal Selling, with values calculated from the average of respondents' answers in each dimension, as presented in Table 2.

Table 2. Integrated Marketing Communication (IMC) Score

IMC Dimension	Average Score	Category
Advertising	4.37	Very High
Sales Promotion	4.39	Very High
Public Relations	4.37	Very High
Direct Marketing	4.41	Very High
Personal Selling	4.40	Very High
Composite Score	4.39	Very High

Based on Table 2, the Advertising dimension obtained a score of 4.37, indicating that the advertising content captured attention, was relevant to the target audience, and consistently supported the brand's core message, while the Sales Promotion dimension obtained a score of 4.39, showing that the promotional packages were considered attractive and effectively stimulated purchase interest. The Public Relations dimension obtained a score of 4.37, reflecting that the brand maintains good relationships with customers through its communication, whereas the Direct Marketing dimension achieved the highest score of 4.41, indicating superior performance in personalized and relevant communication via Instagram Direct Message and WhatsApp that was perceived as consistent with the brand message and tailored to customer needs. The Personal Selling dimension obtained a strong score of 4.40, signaling that customer service and Admin interaction with the "Minstep" persona effectively bridge marketing content and sales conversion. The composite IMC score of 4.39 falls within the 4.21–5.00 category and is therefore classified as "Very High Integration," demonstrating that the brand's core message is communicated with exceptional clarity and synergy across all promotional pillars.

Conversion Metrics

The purchasing method at One Step Florist is only through WhatsApp Business, handled by Admins according to the flower-studio locations (South Tangerang/Tangerang), so conversion data are taken from total leads and purchases on WhatsApp during January to May 2026 since the rebranding implementation; the figures shown are approximate due to confidentiality. Table 3 presents the monthly leads, purchases, conversion rate, and retention rate.

Table 3. Leads, Purchase, and Conversion Data (January–May 2026)

Month	Leads	Purchase	Conversion Rate	Retention Rate
January	125	78	62.40%	20.45%
February	213	96	45.07%	29.17%
March	108	63	58.33%	45.63%
April	142	85	59.86%	34.12%
May	130	68	52.31%	30.67%
Average	—	—	53.60%	32.01%

Based on Table 3, the business demonstrates strong performance in converting leads, with an average conversion rate of 53.60% during January to May 2026, indicating that the leads generated are relatively high in quality because a substantial proportion of prospective customers proceed to purchase. However, the retention rate remained relatively low, averaging 32.01%, so it is evident that the business is effective in acquiring new customers but faces challenges in maintaining long-term relationships. The lowest conversion rate occurred in February 2026 at 45.07% despite the highest number of leads (213 customers), caused by the Valentine's Day event when demand was extremely high but inventory availability and human-resource capacity reached their operational thresholds, so most stock was allocated to pre-booked customers and many prospects failed to purchase due to stock depletion and fully booked schedules.

Table 4. Occasion-Based Order Distribution

Occasion Type	Transactions	Percentage
Surprise	87	27.88%
Valentine	48	15.38%
Birthday	45	14.42%
Anniversary	38	12.18%
Graduation	34	10.90%
Others	60	19.24%
Total	312	100%

Based on Table 4, the nature of purchases is highly occasion-driven, reflected in the distribution of transaction types such as surprise, birthday, and Valentine, which implies that customer behavior is influenced more by specific events than by ongoing brand loyalty. The surprise category ranked highest at 27.88% or 87 transactions and is categorized as casual gift-giving without a major occasion, followed by Valentine at 15.38%. This distribution suggests that the primary purchase motivation is situational, so customer engagement tends to be short-term and transactional, dominated by one-time purchases rather than routine buying. As a result, the dominance of occasion-based purchasing explains the low retention rate and underscores the importance of strategies capable of transforming occasion-driven buyers into repeat customers through relationship-building and continuous engagement.

Financial Performance

Financial data were collected from the brand's internal sources during January to May 2026 since the rebranding implementation, with figures being approximate due to confidentiality. Table 5 presents monthly revenue along with the contribution of new and returning customers and the profit margin.

Table 5. Monthly Financial Performance (January–May 2026)

Month	Revenue (Rp)	New Contribution	Returning Contribution	Profit Margin
January	25,357,500	79.55%	20.45%	28.01%
February	39,930,000	61.09%	38.91%	18.11%
March	21,972,000	54.37%	45.63%	14.10%
April	27,639,000	65.88%	34.12%	12.70%
May	28,860,000	80.56%	19.44%	6.87%
Average	28,751,700	—	—	—

Based on Table 5, considerable volatility is evident across months: there was a revenue spike in February of Rp39,930,000, nearly 40% higher than other months, followed by a sharp decline of about 45% in March to Rp21,972,000, driven by the major Valentine's event and campaign. In February, demand rose sharply so transactions reached 96 and revenue was the highest, but production costs (COGS) also increased due to the addition of freelance labor and a 100–200% rise in flower raw-material prices from all suppliers because of high Valentine demand, so the profit margin was actually lower. Although revenue showed signs of recovery in April–May, the net profit margin plummeted from 28.01% in January to a critical low of 6.87% in May due to escalating raw-material procurement costs amid macroeconomic inflation, while the selling price remained the same, thinning the margin further.

Table 6. Descriptive Statistical Analysis of Financial Performance

Metric	Value
Mean Monthly Revenue	Rp28,751,700
Standard Deviation	Rp6,776,598
Coefficient of Variation (CV)	23.57%
Stability Category	Moderately Unstable
Average Order Value (AOV) Range	Rp400,000 – Rp542,519

Based on Table 6, the mean monthly revenue of Rp28,751,700 with a standard deviation of Rp6,776,598 yields a Coefficient of Variation (CV) of 23.57%, which is categorized as moderately unstable because the volatile monthly growth causes revenue to fluctuate. The contribution of new-customer acquisition is always higher than that of returning customers, with the highest proportions in January (79.55%) and May (80.56%), while returning-customer contribution tends to be lower and fluctuating, peaking at 45.63% in March, signaling unstable customer loyalty. Nevertheless, the Average Order Value (AOV) is relatively stable in the range of Rp400,000–Rp540,000 with the highest of Rp542,519 in March, so revenue fluctuation is influenced more by the number of transactions than by the value per transaction. Overall, the brand shows growth potential in certain months but lacks strong stability in revenue, customer composition, and profit, where the high volatility appears

related to inconsistent monthly marketing activities, as evidenced in February when the Valentine's Campaign produced strong financial results.

Hypothesis 1 Analysis

Hypothesis 1 proposes that brand identity consistency (BCI) is positively associated with marketing effectiveness (IMC), which in turn is positively associated with conversion rate, and was tested using mediation analysis that decomposes the total effect into Path a (BCI→IMC), Path b (IMC→conversion rate), and the indirect effect (a×b) with the Sobel test. For Path a, the relationship between BCI and IMC was analyzed using Ordinary Least Squares (OLS) regression on n=168 observations and revealed an exceptionally strong and significant positive relationship ($r = 0.944$; $p < 0.001$) with a regression coefficient of $\beta = 1.01$ and a coefficient of determination $R^2 = 0.89$, meaning BCI explains 89% of the variance in IMC scores. This finding provides strong empirical support that brand identity consistency is a dominant predictor of marketing effectiveness, consistent with IMC theory (Schultz, 1993; Kliatchko, 2008), which holds that coherent brand signals are a prerequisite for effective marketing execution.

For Path b, the relationship between IMC and monthly conversion rate was analyzed using five monthly data points (n=5) and produced a Spearman correlation of $\rho = -0.70$ ($p = 0.19$), which is directionally opposite to the hypothesis but did not reach statistical significance, so this result must be interpreted as directional evidence only given the limited statistical power of such a small sample. The indirect effect (a×b) was -0.0025, which is practically negligible, and the Sobel test produced $Z = -1.47$ ($p = 0.142$), which does not exceed the critical threshold of 1.96, so the mediation hypothesis is not supported by the data. Consequently, Hypothesis 1 is not supported in its complete form; however, this failure reflects the methodological constraint of the limited five-month observation window rather than a theoretical invalidation, because brand equity accumulation is a gradual process (Aaker, 1996; Keller, 2013) and conversion in a small business is susceptible to external factors such as seasonal demand fluctuations, pricing, and product availability. The strong confirmation of Path a remains meaningful partial evidence that brand identity consistency drives marketing effectiveness.

Hypothesis 2 Analysis

Hypothesis 2 proposes that higher brand identity clarity is positively associated with customer brand recognition and purchase intention, and was tested using Pearson and Spearman correlation analysis complemented by a one-sample t-test. The analysis on n=168 observations revealed an exceptionally strong positive relationship, with a Pearson correlation coefficient of $r = 0.932$ ($p < 0.001$) and a Spearman coefficient of $\rho = 0.885$ ($p < 0.001$), and a

coefficient of determination $R^2 = 0.87$, meaning brand clarity explains 87% of the variance in IMC recognition scores. The directional consistency between the Pearson and Spearman coefficients shows that the finding is robust under both parametric and non-parametric assumptions, consistent with the arguments of Aaker (1996) and Keller (2013) that brand clarity is a foundational prerequisite for consumer recognition and brand equity formation.

Further analysis of the BCI sub-dimensions shows that all three sub-dimensions correlate strongly with IMC recognition, with Brand Character the highest (Pearson $r = 0.91$; Spearman $\rho = 0.85$), followed by Verbal Consistency ($r = 0.89$; $\rho = 0.83$) and Visual Consistency ($r = 0.87$; $\rho = 0.79$). The primacy of Brand Character implies that the distinctiveness and authenticity of the brand's personality is a slightly stronger driver of recognition than visual or verbal consistency alone, aligning with the Brand 5.0 framework (Kotler, Kartajaya & Setiawan, 2021) that emphasizes emotional resonance and identity expression. In addition, the one-sample t-test against the neutral midpoint of 3.0 confirms that the mean BCI (4.36) and IMC (4.39) scores are significantly above the midpoint ($p < 0.001$), and the threshold-distribution analysis shows that over 83% of respondents rated both constructs above 4.0. Therefore, Hypothesis 2 is supported: higher brand identity clarity is positively and significantly associated with stronger marketing recognition across all measurement dimensions.

Hypothesis 3 Analysis

Hypothesis 3 proposes that higher brand identity consistency and marketing alignment are positively associated with revenue stability, and was tested through a descriptive-inferential financial performance analysis combining three tools: the Coefficient of Variation (CV), OLS trend regression, and the Brand-Marketing Alignment Index. The CV analysis produced a mean monthly revenue of about Rp28.8 million with a CV of 23.6%, placing revenue in the moderately unstable category (20–30% range) according to the classification of Bodie, Kane, and Marcus (2014) and Hair et al. (2019); the February spike driven by Valentine demand was identified as an outlier, while the other months clustered more closely around the mean. The OLS revenue-trend regression yielded a slope of -528,600 IDR per month with $R^2 = 0.02$ and $p = 0.84$ (not significant), indicating that revenue does not follow a meaningful growth or decline trend but fluctuates around a relatively flat mean, so the rebranding transition has not destabilized baseline sales volume.

The Brand-Marketing Alignment Index was constructed by normalizing the BCI and IMC scores to a 0–1 scale and averaging them, yielding a normalized BCI of 0.84 and IMC of 0.85 with a Joint Alignment Index of 0.84, exceeding the strong-alignment threshold of 0.75

and thereby confirming strong brand-marketing alignment during the observation period. In contrast, the profit-margin trend analysis reveals a steep and significant decline, from about 27% in January to about 8% in May, with a slope of -0.048 per month, $R^2 = 0.93$, and $p = 0.009$ (significant at the 1% level), reflecting the front-loaded cost structure typical of a rebranding transition when expenditures on visual identity, content production, and campaigns are concentrated at the start of implementation. Thus, Hypothesis 3 is partially supported: strong brand-marketing alignment has been achieved, revenue shows no significant decline, but full revenue stability has not yet been reached (CV = 23.6%) and profit margin is declining significantly. This pattern is consistent with the time-lag between brand investment and financial return documented in brand equity frameworks (Aaker, 1996; Rust et al., 2004), so an evaluation over at least 12 months post-rebranding is needed to assess the lagged financial effects more definitively.

5. CONCLUSION AND RECOMMENDATION

This study concludes that the rebranding of One Step Florist successfully achieved its most immediate objective, namely establishing a clear, consistent, and well-recognized brand identity, as shown by the very high composite BCI (4.36) and IMC (4.39) scores. Brand identity consistency proved to be very strongly and significantly associated with marketing effectiveness ($r = 0.944$; $R^2 = 0.89$), and brand clarity was strongly associated with customer recognition ($r = 0.932$; $\rho = 0.885$; $R^2 = 0.87$) with Brand Character as the strongest driver, so Hypothesis 2 was fully supported. However, the relationship between marketing effectiveness and conversion rate was not significant (Sobel $Z = -1.47$; $p = 0.142$), so Hypothesis 1 was only partially supported, constrained by the five-month observation window and only five monthly data points. Financially, the strong brand-marketing alignment (Joint Alignment Index = 0.84) has not yet translated into full financial stability because revenue is moderately unstable (CV = 23.57%) and profit margin declined significantly from 28.01% to 6.87% ($R^2 = 0.93$; $p = 0.009$), driven by rising raw-material costs and low customer retention (32.01%) reflecting occasion-based purchasing behavior, so Hypothesis 3 was partially supported. These findings imply that the financial benefits of rebranding are subject to the time-lag of brand equity accumulation (Aaker, 1996; Keller, 2013); it is therefore recommended that the brand integrate its branding strategy with customer-retention efforts and operational improvements, maintain consistent marketing activities every month, and conduct a follow-up evaluation over at least 12 months post-rebranding to more reliably assess the lagged financial effects.

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