THE INFLUENCE OF REBRANDING ON BRAND VALUE WITHIN COSMETIC INDUSTRY SECTOR: MEDIATING ROLE OF VALUE ENGINEERING

a Tareq Nael Hashem

ABSTRACT

Introduction: Rebranding became a marketing strategy for many organizations now. Cosmetics organizations are adopting rebranding strategy in order to increase the reach for their products. Objective: The current study aims to examine the mediating influence of value engineering on the relationship between rebranding and brand value.

Method: The quantitative approach was employed, and a questionnaire was answered by a sample of (203) marketing managers within cosmetic manufacturing organizations in Jordan. SPSS/AMOS were employed in order to screen and analyze gathered data.

Results: Results of the study indicated the acceptance of the main hypothesis, arguing that value engineering mediates the relationship between rebranding and brand value. The significance of the study lies in the fact that a more efficient product development process that results from value engineering can lead to significant cost savings, which in turn can positively affect the brand's financial performance.

Conclusion: Rebranding increased efficiency and improved performance metrics, such as return on investment, return on assets, and net income, which can enhance the brand's value and give it a competitive edge. The study recommended increasing managers' awareness of value engineering, as they tended to connect the concept of value engineering with the construction sector only.

Keywords: rebranding, brand value, value engineering, revolutionary rebranding, evolutionary rebranding.

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A INFLUÊNCIA DA REBRANDING NO VALOR DA MARCA NO SETOR DA INDÚSTRIA COSMÉTICA: PAPEL MEDIADOR DA ENGENHARIA DE VALOR

RESUMO

Introdução: O rebranding tornou-se uma estratégia de marketing para muitas organizações agora. Organizações de cosméticos estão adotando uma estratégia de rebranding para aumentar o alcance de seus produtos.

Objetivo: O presente estudo tem como objetivo examinar a influência mediadora da engenharia de valor na relação entre a rebranding e o valor da marca.

Método: Utilizou-se a abordagem quantitativa e respondeu-se a um questionário com uma amostra de (203) gestores de marketing de organizações de produção de cosméticos na Jordânia. O SPSS/AMOS foi empregado para rastrear e analisar os dados coletados.

Resultados: Os resultados do estudo indicaram a aceitação da hipótese principal, argumentando que a engenharia de valor media a relação entre a rebranding e o valor da marca. O significado do estudo está no fato de que um processo de desenvolvimento de produto mais eficiente que resulta da engenharia de valor pode levar a uma economia significativa, o que por sua vez pode afetar positivamente o desempenho financeiro da marca.

Conclusão: Renovar a marca aumentou a eficiência e melhorou as métricas de desempenho, como retorno sobre o investimento, retorno sobre ativos e renda líquida, o que pode aumentar o valor da marca e dar a ela uma vantagem competitiva. O estudo recomendou aumentar a conscientização dos gerentes sobre a engenharia de valor, pois eles tendiam a conectar o conceito de engenharia de valor apenas com o setor da construção.

Palavras-chave: rebranding, valor da marca, engenharia de valor, rebranding revolucionário, rebranding evolucionário.

1 INTRODUCTION

The main aim of industries is to enhance customer satisfaction; for that sake, many organizations take drastic measures to present their products in the best way possible, do market analysis, and rebrand their product to meet customers’ changing needs (Mola and Sije, 2022). Employing value engineering (VE) in this field appeared to be of great value, as VE is based on marketing products to a customer based on their value, not price (Ajagba et al., 2020). VE in marketing focuses is supposed to meet customer needs and preferences and delivering the organization to higher levels of customer satisfaction. When satisfied customers are more likely to view the brand positively, remain loyal to the brand, and recommend the brand to others (Hashem et al., 2020; Al-Raggad et al., 2023). This leads to increased brand recognition and a positive impact on brand value. From that point, inserting value engineering (VE) into the world of marketing is significant as it can lead to cost savings, enhance brand loyalty, differentiate the brand,
and increase customer satisfaction, this takes place by understanding the importance of value engineering, brands can achieve a competitive edge and increase their value in the marketplace.

After viewing previous research on the phenomenon under examination, there appeared a few possible literary gaps when examining the influence of rebranding on brand value within the cosmetic industry sector with the mediating role of value engineering, including:

1. Lack of empirical research: While there is a vast body of literature on brand management, rebranding, and value engineering, there has been limited empirical research exploring the mediating role of value engineering within brand management field.

2. Industry-specific research: Although there exists some literature on the relationship between rebranding and brand value, such research in the cosmetic industry is limited. There is a literary gap in how rebranding affects brand value in the cosmetic industry, and how value engineering can act as a mediator in this relationship.

3. Rebranding's impact on perceived brand value formation: Brand value perception and formation play a critical role in brand management. The literature lacks research on how rebranding and value engineering affect customers’ perception of brand value within the cosmetic industry sector.

4. Limited investigation into the mediating effect of value engineering in the field of marketing: A few studies have investigated the mediating effect of value engineering on the relationship between rebranding and brand value. There is a literary gap in exploring the impact of value engineering on brand value alongside rebranding within the cosmetic industry sector.

5. Lack of comparative studies: Comparing the effectiveness of different rebranding strategies and value engineering methods is limited, and the industry can benefit from a comparative study of different methods to understand which strategy is more effective in boosting brand value in the cosmetic industry.

Based on what was mentioned previously, and launching from the literary gap that was reached, this current research aimed at examining the mediating influence of value engineering on the relationship between rebranding and brand value from the perspective of marketing managers within cosmetic manufacturing companies in Jordan.
Highlighting the relationship between variables is apparent in the following figure and from which study hypotheses was extracted:

\[ \text{Figure 1. Study Model} \]

**H1:** Rebranding has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector

**H2:** Rebranding has a statistically significant influence on value engineering from perspective of marketing managers within cosmetic industry sector.

**H3:** Value engineering has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector

**H4:** Value engineering mediates the relationship between rebranding and brand value from perspective of marketing managers within cosmetic industry sector

2 THEORETICAL FRAMEWORK

According to Cooper et al. (2021), rebranding is the process of giving a brand a new identity, while Cogan (2020) defined it as the process of giving a brand a new identity, and it can have a significant impact on the brand's value. Cusworth et al. (2022) argued that rebranding is the process of changing the identity and perception of a brand in the market. Brands often go through rebranding to stay relevant, differentiate themselves from competitors, or adapt to changing market conditions. Two common approaches to rebranding are revolutionary and evolutionary rebranding (Pu, 2019).
Joseph et al. (2021) stated that rebranding is the process of changing a company's brand identity, which can include its name, logo, visual identity, messaging, and values. Rebranding is typically done to help a company differentiate itself from competitors, appeal to new target audiences, or change its image in response to changing market conditions (Williams et al., 2021; Hashem, 2020). Tokar (2020) argued that rebranding can involve a complete overhaul of a company's brand identity, or it can be a more incremental process that involves tweaking certain elements of the brand. The process of rebranding can be complex and can involve multiple stakeholders, such as marketing teams, designers, and executives (Kalogiannidis et al., 2022; Rachbini et al., 2023).

As for Willer (2022), it was noted that rebranding can be a risky endeavor, as it can potentially alienate existing customers and stakeholders who are attached to the previous brand identity. However, if done successfully, rebranding can help a company to modernize its image, increase its relevance in the market, and attract new customers. Overall, rebranding is a strategic decision that should be carefully considered and planned to ensure that it aligns with the company's goals and values, and that it resonates with its target audience.

Some of previous studies presented general dimensions of rebranding that included Cusworth et al. (2022), Pu (2019), Delgado et al. (2023) and Marques et al. (2020):

1. Strategic Dimension: This refers to the reasons for the rebrand, such as market changes, company mergers, or new product launches. The strategic dimension involves identifying the business objectives that will be achieved through rebranding and developing a clear understanding of the target audience to find out what resonates with them.

2. Creative Dimension: This refers to the visual elements of the rebrand, such as the logo, color scheme, typography, and packaging design. It involves creating a new visual identity that reflects the brand's strategic objectives and resonates with its target audience.

3. Operational Dimension: This refers to the internal processes and systems that support the rebrand. It involves training employees, updating digital assets and communication channels, and transforming business processes to reflect the newly established brand guidelines.
4. Communication Dimension: This refers to how the rebrand will be communicated to customers, stakeholders, and the wider public. The communication dimension includes creating a clear and effective messaging strategy, developing a marketing campaign, and launching the rebrand with impact.

5. Cultural Dimension: This refers to the impact of the rebrand on the culture of the organization. The cultural dimension involves creating a vision for the future of the brand, involving employees in the rebranding process, and ensuring that the new brand identity is integrated into the organization's culture. Other studies (Williams et al. 2021; Mróz-Gorgoń and Haenlein 2021; Banu and Sultana 2020) and Koskela (2020) have presented different set of dimensions for rebranding that are closer to customers and more a strategic approach, which included:

Revolutionary rebranding involves a complete overhaul of the brand, including its name, visual identity, messaging, and sometimes even its product offerings or target market. This approach is high-risk and high-reward, as it can create a dramatic impact and generate buzz around the brand, but it also carries a risk of alienating existing customers and damaging the brand's existing equity (Hashem, et al., 2022; Hashem, 2021). Revolutionary rebranding can be necessary when the existing brand is no longer relevant or effective in the market. Revolutionary rebranding requires a deep understanding of the target market, competitors, and emerging trends. A successful revolutionary rebranding strategy involves conducting extensive research to identify the brand's strengths and weaknesses, as well as the needs and preferences of the target market. The brand's positioning, values, messaging, and visual identity are then completely overhauled to create a new identity that resonates with the target market. A revolutionary rebranding strategy can be challenging to execute, as it involves balancing the need for change with the need for continuity. It can be difficult to maintain continuity with existing customers while also appealing to new ones during a revolutionary rebranding. However, if done successfully, revolutionary rebranding can be an effective way to differentiate the brand from competitors and establish a new identity in the market.

Evolutionary rebranding involves making incremental changes to the existing brand, without completely overhauling it. This approach is lower-risk compared to revolutionary rebranding, as it builds on the existing brand equity and aims to maintain
continuity with existing customers. Evolutionary rebranding is often used to update the brand’s visual identity, messaging, or product offerings. A successful evolutionary rebranding strategy requires a clear understanding of the brand’s strengths and weaknesses, as well as the evolving needs of the target market. The changes made during an evolutionary rebranding are often based on feedback from customers and market research. This approach can help the brand stay relevant and competitive in a rapidly changing market. Evolutionary rebranding can be challenging to execute, as it requires balancing the need for change with the need for continuity. It can be difficult to make significant changes without alienating existing customers. However, because this approach involves incremental changes over time, it can be more sustainable in the long run compared to revolutionary rebranding. Evolutionary rebranding can also be cost-effective and less time-consuming compared to revolutionary rebranding. It involves making incremental changes over time rather than a complete overhaul all at once. This approach can be particularly beneficial for established brands with a loyal customer base, as it allows the brand to evolve while maintaining continuity with existing customers.

Rebranding and brand relaunching are two distinct branding strategies that share some similarities but are not the same thing (Makarim, 2019). The key differences between rebranding and brand relaunching for example is that rebranding is a strategy that involves changing the visual identity, brand messaging, and overall brand image, while brand relaunching involves promoting or reintroducing an existing brand with a strategy that drives excitement and visibility to the brand (Rizki, 2019). In addition, rebranding is typically driven by factors such as changes in business focus, consumer needs, repositioning, or competitor moves that may or may not require an event or launch activity, while brand relaunching is often used as a tool to create new excitement and attention around an existing brand, using an event or launch activity (Ikhlas and Syahputra, 2021).

From another perspective, rebranding requires a significant investment of time, money, and resources as it involves changes to visual aesthetics, messaging, and product strategy that can affect all aspects of the brand, while brand relaunching involves a more focused marketing campaign or event, rather than an extensive overhaul of the brand (Qurrota, 2020). In addition, rebranding is geared towards creating a more sustainable, long-term brand image that evolves gradually over time, while brand relaunching is often a means of reinstating a brand with an image boost geared to create a more immediate
and positive perception. Karunia et al. (2020) added that rebranding is a more involved and comprehensive process that can take months to several years to implement, while brand relaunching generally involves a shorter timeline of a few weeks or months, requiring a more short-term and focused approach. Overall, while both rebranding and brand relaunching can help a brand improve its market position and competitiveness; they are distinct strategies with different goals, methods, and outcomes.

According to Gupta et al. (2020) brand value refers to the overall worth of a brand in the marketplace, this worth is based on a variety of factors, including brand recognition, brand loyalty, market share, and reputation. Brand value is important because it can have a significant impact on a company's financial performance, customer acquisition and retention, and overall business strategy (Rather and Camilleri, 2019).

Wang et al. (2020) stated that one key component of brand value is brand recognition, which is the degree to which a brand is easily identifiable by customers. A strong visual identity, messaging, and marketing strategy can help to increase brand recognition. This can lead to increased customer awareness, loyalty and trust, which in turn can lead to increased sales and revenue. However, brand loyalty is also an important factor in determining brand value. This refers to the degree to which customers remain committed to a particular brand over time. A strong sense of brand loyalty can result in repeat business, positive word-of-mouth recommendations, and increased customer retention. This can help to solidify a brand's position in the marketplace and increase its overall value (Huseynli, 2022).

Market share is another factor that contributes to brand value. This refers to the percentage of total sales within a particular market that are attributed to a particular brand. A higher market share can demonstrate a strong competitive position and can signal to customers that the brand is a leader in its industry (Zéman and Bogdan, 2019).

Niculescu et al. (2019) argued that reputation is an important factor in determining brand value. A strong reputation can lead to increased customer confidence, trust, and loyalty, this can result in increased sales and revenue, as well as a positive impact on the company's bottom line. Building a positive reputation may require a sustained effort to deliver high-quality products and services, maintain ethical business practices, and provide exceptional customer service.

In summary, brand value is an important measure of a company's success in the marketplace. It is determined by a variety of factors, including brand recognition, brand
loyalty, market share, and reputation. By focusing on building and maintaining a strong brand, companies can increase their overall value and maintain a competitive advantage in a crowded marketplace.

Value engineering is a strategy aimed at promoting a product or service based on its value to the customer rather than its price, the goal of value marketing is to create a persuasive message that illustrates the benefits of the product or service in a way that resonates with customers (Elhegazy, 2022). In the field of marketing, value marketing focuses on some key principles that can include (Murukina et al., 2020; Darmawan et al.; 2020; Abdullah and Mohammad, 2021):

2.1 BENEFITS OVER FEATURES

Value marketing emphasizes the benefits of a product or service to the customer, rather than simply listing its features. By highlighting the ways in which the product or service can meet a customer's needs or solve a problem, value marketing can create a strong emotional connection with the customer.

2.2 PERSONALIZATION

Value marketing recognizes that customer needs and preferences can vary significantly. As such, it is important to tailor the marketing message to each individual customer. By understanding the unique needs and goals of each customer, value marketing can create a highly personalized message that resonates with the customer on a more personal level.

2.3 CUSTOMER-CENTRIC

Value marketing is focused on the customer, rather than the product. This involves understanding the customer's needs, wants, and pain points, and positioning the product or service as the solution. By creating a customer-centric message, value marketing can build trust and establish a strong emotional connection with the customer.

2.4 RELATIONSHIP BUILDING

Value marketing aims to build long-term relationships with customers rather than simply generating short-term sales. By focusing on providing value to the customer and
establishing trust and credibility, value marketing can create a loyal customer base that is more likely to return to the brand in the future.

2.5 COMMUNICATION

Value marketing emphasizes clear and consistent communication with the customer. This includes using language that is easy to understand, avoiding jargon, and providing useful information in a way that is easy to access. By providing high-quality communication, value marketing can build the customer's trust and create a positive impression of the brand.

Overall, value marketing is a powerful strategy for building customer loyalty and establishing a strong brand identity. By focusing on the benefits of the product or service, personalizing the marketing message, and building strong relationships with the customer, value marketing can create a lasting impact on the customer's perception of the brand.

Murukina et al. (2020) explored the importance of integrating marketing strategies in the value engineering process of new product development for machine-building enterprises. It also aims to provide practical recommendations and methods for implementing this integration to enhance the competitiveness of these enterprises. The authors used a case study approach to investigate the impact of incorporating marketing aspects in the value engineering process. They analyzed a concrete example of a new product development process in a machine-building enterprise, focusing on the stages of the value engineering process and examining how marketing strategies can be integrated into each stage. The results of the study show that integrating marketing strategies in the value engineering process of new product development can significantly enhance the competitiveness of machine-building enterprises. By integrating marketing strategies, enterprises can identify and meet the needs and preferences of their customers more effectively, create value for customers, and differentiate their products from those of their competitors.

Setti et al. (2021) proposed an integrated product design method that combines the principles of Value Engineering and Design for Assembly (DFA) to improve the efficiency of new product development processes. The article also aims to demonstrate the effectiveness of this method using a case study. The authors used a case study approach to investigate the effectiveness of the integrated product design method
proposed in the article. They first presented an overview of key concepts and principles of Value Engineering and DFA. Then, they described the proposed integrated product design method, which includes seven steps. The authors then presented a case study of an automobile pedal assembly to demonstrate the effectiveness of the proposed method. The results of the study show that the integrated product design method proposed in the article can significantly improve the efficiency of new product development processes. Specifically, the method can help reduce product development time and cost, improve product quality, and enhance customer satisfaction. The authors found that the integration of Value Engineering and DFA allowed for a more comprehensive understanding of the product and its components. This enabled the identification of unnecessary cost and complexity, which were then eliminated from the design. Additionally, the method facilitated the adoption of a customer-centric approach to product design.

Ishak et al. (2020) reviewed existing research on the integration of Quality Function Deployment (QFD) and Value Engineering (VE) to improve product quality. The goal is to identify key benefits, challenges, and areas of future research related to this integration. The authors conducted a systematic literature review to identify and analyze previous studies related to the integration of QFD and VE in improving product quality. They selected relevant studies based on predefined inclusion and exclusion criteria and then analyzed the studies using a content analysis approach. The results of the review show that the integration of QFD and VE can improve the quality of products by better aligning customer needs and preferences with product design and production processes. The integration can lead to reduced product development times, improved functionality and reliability, and enhanced customer satisfaction.

3 METHODOLOGY

Reaching the aim of current study and realizing its hypotheses was done depending on quantitative approach. It was found that quantitative approach was more suitable as it is more able to collect primary data from a wider sample which helped in generalizing results.

A questionnaire was utilized as the main tool of study. The questionnaire was directed to marketing managers and it contained two main sections, the first took into perspective demographics of study sample (gender, age, qualification, and experience); while the other section contained paragraphs that are related to study sub-variables
including (Differentiation, Appeal, Recognition, Reputation, Brand Equity, Marketing, Consistency), in addition to the mediating variable which was value engineering. The questionnaire was built on liker 5 point scale (1) Strongly Disagree; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; (5) Strongly Agree, and in its final version it contained (75) statements to be answered by respondents.

Population of study consisted of marketing managers within cosmetic manufacturing organizations in Jordan which accumulated as (700) operating organizations until the fiscal year 2021-2022. A convenient sample of (249) managers was chosen to represent the population of study. After application process researcher was able to retrieve (203) properly filled questionnaires which indicated a statistical response rate of (81.5%) as acceptable.

Statistical Package for Social Sciences SPSS/AMOS was chosen to screen and analyze primary data. Cronbach’s Alpha was calculated in order to test the reliability and consistency of study tool. The alpha value designated to each variable in the succeeding table was exceptional because it exceeds the minimum percentage of 0.70 (Sekaran & Bougie, 2016).

Table 1. Alpha Value

<table>
<thead>
<tr>
<th>variable</th>
<th>alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revolutionary Strategies</td>
<td>0.901</td>
</tr>
<tr>
<td>Evolutionary Strategies</td>
<td>0.873</td>
</tr>
<tr>
<td>Brand Value</td>
<td>0.892</td>
</tr>
<tr>
<td>Value Engineering</td>
<td>0.881</td>
</tr>
</tbody>
</table>

Source: SPSS

Other statistical test used in the study included:
- Frequency and percentage
- Mean and standard deviation
- Structural equation modelling

4 RESULTS AND DISCUSSION

Table below presented descriptive statistics of study sample, it was seen that majority of the sample were males forming (70.4%) of the sample, who had an experience of 6–9 forming (45.3%) of the total sample. In addition to that, majority of the sample responded to the questionnaire held BA degree (75.4%).

Table 2. Demographics

<table>
<thead>
<tr>
<th>Gender</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>143</td>
<td>70.4</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>29.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2-5</td>
<td>32</td>
<td>15.8</td>
</tr>
<tr>
<td>6-9</td>
<td>92</td>
<td>45.3</td>
</tr>
<tr>
<td>10-13</td>
<td>56</td>
<td>27.6</td>
</tr>
<tr>
<td>+14 years</td>
<td>23</td>
<td>11.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BA</td>
<td>153</td>
<td>75.4</td>
</tr>
<tr>
<td>MA</td>
<td>36</td>
<td>17.7</td>
</tr>
<tr>
<td>PhD</td>
<td>14</td>
<td>6.9</td>
</tr>
</tbody>
</table>

Total      | 203| 100.0 |

Source: SPSS

Mean and standard deviation were utilized to describe results of responses to the questionnaire as in table below. Results indicated that all variables and statements were positively received by sample members as they all scored a mean that was higher than mean of scale 3.00. Looking deeper into the table below, it can be said that the highest variable scored 3.54/5.00 (Revolutionary Rebranding) compared to the least – but still positive – variable (Brand Value) with a mean of 3.60/5.00.

Table 3. Questionnaire Analysis

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revolutionary rebranding is a high-risk, high-reward approach that involves a complete overhaul of the existing brand.</td>
<td>3.601</td>
<td>1.453</td>
</tr>
<tr>
<td>Revolutionary rebranding can be necessary when the existing brand is no longer relevant or effective in the market.</td>
<td>3.532</td>
<td>1.405</td>
</tr>
<tr>
<td>A successful revolutionary rebranding strategy requires a deep understanding of the target market, competitors, and emerging trends.</td>
<td>3.576</td>
<td>1.277</td>
</tr>
<tr>
<td>Revolutionary rebranding involves a complete shift in the company's positioning, values, messaging, and visual identity.</td>
<td>3.591</td>
<td>1.344</td>
</tr>
<tr>
<td>It can be challenging to maintain continuity with existing customers while also appealing to new ones during a revolutionary rebranding.</td>
<td>3.562</td>
<td>1.286</td>
</tr>
<tr>
<td>Revolutionary rebranding can create significant buzz and generate media attention, but it also carries a risk of backlash from existing customers.</td>
<td>3.537</td>
<td>1.279</td>
</tr>
<tr>
<td>A revolutionary rebranding can be expensive and time-consuming, requiring significant investments in research, design, and marketing.</td>
<td>3.493</td>
<td>1.105</td>
</tr>
<tr>
<td>Revolutionary rebranding can be an effective way to differentiate the brand from competitors and establish a new identity in the market.</td>
<td>3.448</td>
<td>1.095</td>
</tr>
<tr>
<td>Evolutionary rebranding involves making incremental changes to the existing brand, without completely overhauling it.</td>
<td>3.557</td>
<td>1.113</td>
</tr>
<tr>
<td>Evolutionary rebranding is often used to update the brand's visual identity, messaging, or product offerings.</td>
<td>3.690</td>
<td>1.080</td>
</tr>
<tr>
<td>It is a lower-risk approach compared to revolutionary rebranding, as it builds on the existing brand equity and aims to maintain continuity with existing customers.</td>
<td>3.483</td>
<td>1.175</td>
</tr>
</tbody>
</table>
### A successful evolutionary rebranding strategy requires a clear understanding of the brand's strengths and weaknesses  

| Evolutionary | 3.509 | .878 |

- Successful rebranding can significantly impact brand value  
  - Value engineering help identify areas where the brand can streamline its offerings and cut costs, potentially increasing brand value.
  - Value engineering help rebranding by focusing on a minimalistic or simplified design as per the market trends.

### Evolutionary rebranding can help the brand stay relevant and competitive in a rapidly changing market

| Evolutionary | 3.557 | 1.152 |

- It can be challenging to balance the need for change with the need for continuity during an evolutionary rebranding.
- Evolutionary rebranding may not generate as much buzz or media attention as revolutionary rebranding, but it can be a more sustainable approach in the long run.
- Evolutionary rebranding can be cost-effective and less time-consuming compared to revolutionary rebranding.

### Source: SPSS

Before beginning structural analysis, a set of indicators was applied to the model of the proposed study to determine whether or not it was appropriate for this investigation. The following indicators was examined:
Table 4. Fit model

<table>
<thead>
<tr>
<th>Indicator</th>
<th>AGFI</th>
<th>$\chi^2$/df</th>
<th>GFI</th>
<th>RMSEA</th>
<th>CFI</th>
<th>NFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Recommended</td>
<td>&gt; 0.8</td>
<td>&lt; 5</td>
<td>&gt; 0.9</td>
<td>&lt; 0.10</td>
<td>&gt; 0.9</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Value of Model</td>
<td>0.861</td>
<td>2.537</td>
<td>0.927</td>
<td>0.099</td>
<td>0.939</td>
<td>0.909</td>
</tr>
</tbody>
</table>

Source: SPSS

As shown in the table above, all of the aforementioned indicators attained the minimum and maximum levels specified by the applicable references. This brings us to the stage of evaluating hypotheses. Using structural equation modelling, we will evaluate the validity of the study's hypotheses. If the p-value is below 0.05, we can conclude that the hypothesis is true.

Table 5. The Results of Testing Hypotheses

<table>
<thead>
<tr>
<th></th>
<th>Direct impact</th>
<th>Indirect impact</th>
<th>Total impact</th>
<th>T-value</th>
<th>P</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>value engineering</td>
<td>&lt;--- Rebranding</td>
<td>0.591</td>
<td>0.591</td>
<td>4.918</td>
<td>***</td>
<td>accept</td>
</tr>
<tr>
<td>brand value</td>
<td>&lt;--- value engineering</td>
<td>0.289</td>
<td>0.289</td>
<td>3.005</td>
<td>.003</td>
<td>accept</td>
</tr>
<tr>
<td>brand value</td>
<td>&lt;--- Rebranding</td>
<td>0.311</td>
<td>0.171</td>
<td>0.482</td>
<td>2.499</td>
<td>.012</td>
</tr>
</tbody>
</table>

Source: SPSS

**H1: Rebranding has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector**

Above table shows that (t-value = 2.499; P < 0.05; = 0.012). This means that Rebranding has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector.

**H2: Rebranding has a statistically significant influence on value engineering from perspective of marketing managers within cosmetic industry sector.**

Above table shows that (t-value = 4.918; P < 0.05; = 0.000). This means that Rebranding has a statistically significant influence on value engineering from perspective of marketing managers within cosmetic industry sector.

**H3: Value engineering has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector**
Above table shows that (t-value = 3.005; P < 0.05; \( \alpha = 0.003 \)). This means that Value engineering has a statistically significant influence on brand value from perspective of marketing managers within cosmetic industry sector.

**H4: Value engineering mediates the relationship between rebranding and brand value from perspective of marketing managers within cosmetic industry sector**

Above table shows that (indirect impact = 0.171, t-value = 2.499; P < 0.05; \( \alpha = 0.012 \)). This means that Value engineering mediates the relationship between rebranding and brand value from perspective of marketing managers within cosmetic industry sector.

The current study was carried out as an approach to highlight the mediating effect of value engineering VE on the relationship between rebranding and brand value. Achieving the aim was done through adopting the quantitative methodology in which a questionnaire was filled by (203) marketing managers within cosmetic manufacturing organizations in Jordan. SPSS/AMOS were employed to tackle primary data gathered, and results of analysis confirmed the acceptance of the main hypothesis which agreed on the fact that value engineering mediates the relationship between rebranding and brand value.

4.1 VALUE ENGINEERING MEDIATES THE RELATIONSHIP BETWEEN REBRANDING AND BRAND VALUE

This hypothesis was accepted and there appeared a mediating influence of VE on rebranding and brand value. This mediating influence generated from the fact that VE can support rebranding and increase brand value in marketing focusing on the fact that the primary objectives of value engineering is to identify and eliminate unnecessary costs in
a product or service. By conducting a detailed analysis of all the components and activities involved in the rebranding process, value engineering can help in reducing costs while maintaining or even enhancing the quality of the output. This can lead to significant cost savings, which can be invested in other areas such as marketing and advertising to promote the new brand. Study also indicated that value engineering can help in determining the needs and preferences of customers and align the rebranding efforts accordingly; by conducting surveys or focus groups with the target audience, value engineering can help in understanding their preferences, which can be incorporated into the rebranding strategy. This can help the brand in developing a unique value proposition that meets the specific needs of the customers and differentiates the brand from its competitors.

Study also confirmed that value engineering could help the brand in creating a differentiated value proposition that sets it apart in the market, this can take place through identifying the unique selling points of the brand and highlighting them in the rebranding process, the brand can create a perception of value that is difficult for competitors to replicate. By doing so, the brand can increase its perceived value and enhance its reputation in the market. In addition, results revealed that as the rebranding process evolves, it is essential to gather feedback from customers to identify any issues or opportunities for improvement. This agreed with Williams et al. (2021) and Williams and Son (2022) who stated that value engineering can help in structuring customer feedback and incorporating the suggestions into the rebranding strategy.

4.2 REBRANDING IS ABLE TO INFLUENCE BRAND VALUE

Current study hypothesized that rebranding is influential on brand value. According to study results, the hypothesis was accepted and it appeared that rebranding and brand value are closely related, as rebranding can have a significant impact on a brand's value. When done correctly, rebranding lead to increased brand recognition, customer loyalty, and market share, which can enhance the brand's value. Rebranding can differentiate the brand from its competitors, allowing it to command a premium price and adding to its perceived value. Study also proved that if rebranding is not done carefully, it can have a negative impact on the brand's value. For instance, rebranding that is inconsistent with the brand's values and image can lead to confusion and erode customer loyalty. Similarly, rebranding that misses the mark in meeting customer needs and
preferences can result in lost customers and decreased brand recognition, which can negatively impact the brand’s value. Such results agreed with Beise-Zee (2022) and Batara and Susilo (2022) who noted that rebranding could have a significant impact on a brand's value, either positively or negatively. They confirmed that brands that carefully plan and execute their rebranding strategy could enhance their competitiveness and increase their perceived value, while those that fail to consider the impact of rebranding on their customers risk losing valuable brand equity and market share.

In general, the study agreed with results of Murukina et al. (2020) and Setti et al. (2021) and answered the main question which was: “How can value marketing mediate the relationship between rebranding and brand value?”. The answer to this question was through results of study which indicated that value engineering in marketing involves identifying areas in the marketing process where costs can be minimized without diminishing the functionality, quality, or perceived value of the product or service being marketed. Rebranding, on the other hand, involves revising the image or identity of a brand to differentiate it from competitors, attract new customers, and enhance its value. The two concepts are closely related as value engineering can be used to identify opportunities to reduce costs in the rebranding process while preserving or increasing the perceived value of the brand. Results also agreed with Ishak et al. (2020) who stated that by analyzing customer preferences and behavior, marketers can identify which aspects of the brand's image and messaging are most important in driving sales. This information can help them to focus their rebranding efforts on these key areas while avoiding unnecessary costs on less important elements. Additionally, adding value to the brand can be achieved through value engineering in marketing. By identifying opportunities to enhance the functionality, quality or perceived value of the product or service being marketed, the brand can differentiate itself from competitors and increase its appeal to customers. Value engineering can also help to identify areas where the brand can offer additional benefits to customers, such as better customer service, faster delivery or improved sustainability practices. Overall, value engineering in marketing is an important tool for rebranding and adding value to a brand. By identifying cost-saving opportunities and ways to enhance the brand's value and appeal to customers, marketers can achieve significant gains in brand equity and profitability.
5 CONCLUSION

In conclusion, both revolutionary and evolutionary rebranding strategies have their advantages and disadvantages, and the choice between the two depends on the specific needs and goals of the brand. Revolutionary rebranding can be a high-risk, high-reward approach that can generate significant returns if executed successfully, while evolutionary rebranding is a lower-risk approach that focuses on making incremental changes to the existing brand over time. Ultimately, the success of any rebranding strategy depends on a deep understanding of the brand, the target market, and the competitive landscape. Study was able to confirm that value engineering can help support rebranding efforts and increase brand value by eliminating unnecessary costs, identifying and meeting customer needs, creating a differentiated value proposition, and leveraging customer feedback. By using a value engineering approach to rebranding, the brand can enhance its competitiveness and establish a strong reputation in the marketplace. The fact that value engineering was influential on the relationship between rebranding and brand value was seen through VE mediation in focusing to meet customer needs and preferences, which enhance the brand's reputation and establish it as a customer-centric organization. This can result in increased customer loyalty, repeat business, and positive word-of-mouth referrals, all of which can contribute to increased brand value. In addition to that, study concluded the as competition in the marketplace intensifies, it becomes more challenging for brands to stand out from their competitors. Value engineering can help to differentiate the brand by optimizing the product's functionality and quality, while minimizing its cost.

Theoretical implications of current study suggested that exploring the influence of rebranding on brand value within the cosmetic industry sector, with the mediating role of value engineering, can contribute to the literature on brand management and rebranding. In addition to that, the current research can provide a theoretical framework on how value engineering can mediate the relationship between rebranding and brand value, contributing to the emerging field of value engineering in branding.

As for the practical implications, current research can be useful in providing an insight-led approach to rebranding strategies for companies operating within the cosmetic industry, it also can help companies identify the factors involved in rebranding and their impact on brand value, giving them the opportunity to optimize their branding strategies and investments. The research outcomes can guide the development of effective value
engineering policies in companies looking to rebrand by identifying the areas that require innovation and streamlining while ensuring that the quality is maintained.

Current study recommended increasing managers’ awareness of value engineering as they tended to connect the concept of value engineering with construction sector only. There is a need to redefine the concept of value engineering from a marketing perspective.

Launching from study results, author saw a need to conduct a market research to understand customer preferences, using targeted marketing campaigns to reach specific customer segments, and using value analysis to optimize the product’s cost and functionality.

Current study was limited to marketing managers within the cosmetics industry in Jordan. It was also limited to organizations which showed its will to take part in the study through communications with HRD in each organization.
REFERENCES


