



Effect Of Rebranding And Product Quality On Consumer Loyalty Through Consumer Satisfaction At Mako Cake And Bakery

Kanesha Sepdwita Nefri^{1*)}; Nur Efendi²⁾; Hani Damayanti Aprilia³⁾

^{1,2,3)}*Business Administration, Faculty of Social and Political Sciences, University of Lampung
Jl. Prof. Dr. Ir. Sumantri Brojonegoro No.1, Kota Bandar Lampung, Lampung 35141*

*Correspondent Author: kanesha.sepdwita21@student.unila.ac.id

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ABSTRACT

Purpose: This research aims to determine the effect of rebranding and product quality on consumer loyalty mediated by Mako Bakery consumer satisfaction. **Methodology:** A quantitative approach was used, population in this research were Mako Cake and Bakery consumers in Indonesia. The sampling technique was determined using purposive sampling of 385 respondents obtained from the results of distributing questionnaires. The data analysis using Partial Least Square (PLS) with SmartPLS4. **Results:** The results show that both rebranding and product quality significantly influence consumer satisfaction. However, consumer loyalty is only directly affected by rebranding and consumer satisfaction, while product quality indirectly influence loyalty through satisfaction. **Findings:** The research highlights that rebranding play a more significant role in consumer loyalty than product quality, which only indirectly affect loyalty through their impact on consumer satisfaction. **Novelty:** This research contributes to consumer behavior literature and the role of rebranding and product quality in customer loyalty mediated by satisfaction, particularly focusing on the bakery industry. **Originality:** This study is original in its focus on the large bakery industry. **Conclusion:** The research recommends that businesses prioritize effective rebranding and maintain product quality, to ensure a positive shopping experience to enhance consumer loyalty. **Type of Paper:** Research paper.

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INTRODUCTION

The Directorate General of State Assets stated on its website that the food and beverage industry is growing the fastest due to increased household consumption in 2022. This growth is driven by rising personal income and increased spending on food and beverages, particularly from the growing number of middle-class consumers. This increase in growth does not mean that the food and beverage industry is free from business challenges. According to GoodStats.id, 49.25% of Indonesia's population spends most of their money on food and beverages. The middle class is the driving force behind growth, contributing half of total national household consumption **Error! Bookmark not defined..** Food and beverages will always be essential for maintaining physical health. As the population grows, the food and beverage industry continues to have strong prospects. This

indicates that the food and beverage industry is highly competitive in Indonesia. One example of a growing food and beverage sub-sector business in Indonesia is the bakery business.

In Indonesia, initially, only the upper-middle class enjoyed bread. However, now the majority of Indonesians consume bread for breakfast and snacks during rush hours, as it is considered more practical and filling. The popularity of bread across all levels of society has made the bread business in Indonesia increasingly promising. This has given rise to a variety of bread businesses, from small-scale, or what are commonly called home industries, to large-scale industries. Seeing the rapid development of the bread industry in Indonesia, companies must be more competitive in implementing good business strategies in order to maintain product quality so that their products continue to be consumed by consumers, thus creating loyalty.

Rebranding is carried out by companies by reforming or changing the old brand into a new brand that has a better image without forgetting the company's main objectives (Putri et al., 2024). BreadTalk is one of the large-scale bakery industries that has undergone rebranding. The rebranding involved changes in name, brand ownership, expanded product range, concept, and visual identity. BreadTalk was previously a Singaporean bakery franchise founded by George Quek in 2000. Johnny Andrean Group obtained a license to operate BreadTalk in Indonesia in 2003 through a franchise scheme. Until 2019, the BreadTalk franchise contract expired. Since the official expiration of the license to use the BreadTalk name in Indonesia in November 2022, Johnny Andrean as the franchisor decided to rebrand by changing the name BreadTalk to Mako Cake and Bakery.

Mako Cake and Bakery is now here to replace BreadTalk. Previously, BreadTalk was known for its open kitchen concept, now Mako has changed the concept to Japanese Boutique Bakery with a closed kitchen, exclusive modern Japanese interior design with natural wood touches. Mako Cake and Bakery sells various types of bread, cakes, cookies and hampers. Mako Cake and Bakery outlets themselves have spread across various regions in Indonesia such as Medan, Riau, Jambi, Batam, Bengkulu, Palembang, Bangka Belitung, Bandar Lampung, Serang, Tangerang, Jakarta, Bogor, Bekasi, Jawa Barat, Jawa Tengah, Jogjakarta, Jawa Timur, Bali, Lombok, Gorontalo, Makassar, Sulawesi, Kalimantan, and dozens of other outlets.

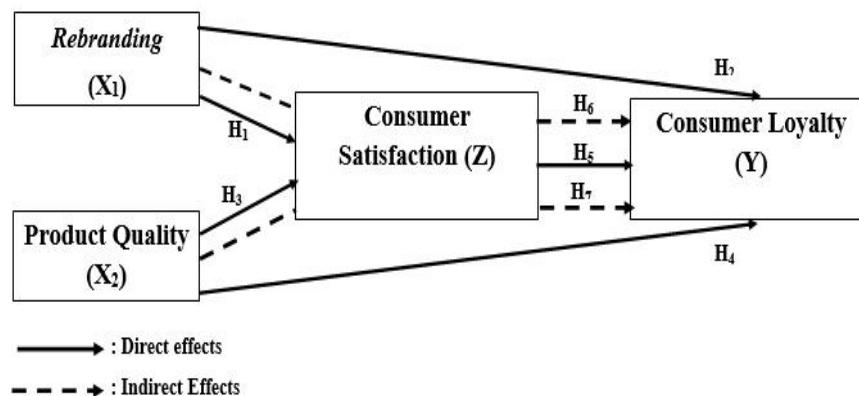
In running a business and deciding to rebrand, Mako Cake and Bakery faced challenges in maintaining its existing market share amidst fierce competition from similar competitors. Acquiring new customers is more expensive than retaining existing ones (Bali, 2022). Companies with a strong competitive advantage will consistently compete with others in the same sector. One way to overcome competition is by focusing on product quality, thereby outperforming competitors **Error! Bookmark not defined.** . If a company wants consumers to remain loyal to its products, it must ensure their satisfaction with the products they purchase (Indrawati et al., 2021). According to Ubaidillah (2020), all consumers have the right to be satisfied with the product they purchase, its price, features, service quality, pre- and post-purchase service, and the right to accurate information and product compliance with its promotion.

This research is considers Mako Cake and Bakery, a large-scale bakery industry that is rebranding. Deciding to rebrand is clearly not easy for large industries to maintain existing market share by establishing a new brand. The phenomenon of new brand formation can influence loyalty formed from past purchasing experiences. Companies must also ensure that a product is in the best condition when it arrives in the hands of consumers amidst competition from similar competitors. Loyalty can be formed when consumers are satisfied with the product they receive, meeting their expectations and being reluctant to switch to another product.

METHOD

The flow of framework is based on previous theories and empirical experiences which form the basis for developing a research framework which is useful for building a hypothesis (Syahputri et al., 2023). Research framework is visualized in the form of a chart that shows the researcher's thought process and the relationship between the variables studied.

Figure 1. Research Framework



Source: Processed data, 2025

This study examines the phenomenon of the rapid development of the bread industry in Indonesia, which requires companies to be more competitive in implementing good business strategies in order to maintain product quality so that their products continue to be consumed by consumers. Beside that, in facing business problems and the dynamics of market growth that are constantly changing, it is not impossible for large-scale companies/industries to have to rebrand. The variables in this study are part of consumer behavior. Consumer behavior is the study of how individuals, groups, and organizations select, purchase, use, and utilize goods, services, ideas, or experiences to satisfy consumer needs and desires (Kotler, 2012). According to Firmansyah (2018), consumer behavior is a process closely related to the purchasing process, during which consumers engage in activities such as searching, researching, and evaluating products and services. Consumer behavior is what underlies consumers' purchasing decisions.

In the rebranding variable, consumer perception arises due to the emergence of a new brand which can influence how the new product or brand is understood by consumers. Rebranding itself comes from the word "re," meaning "again," and "branding," meaning "to fundamentally reintroduce a brand" toward a better future. Rebranding is a transformational step that creates a new corporate image, supported by more solid management and improved performance. Companies that undertake rebranding aim to create a new and improved brand image and emphasize differentiation from competitors (Natalia & Erdiansyah, 2020). The rebranding process can be carried out on a new product or an established one. Changing a company's brand, or rebranding, has become necessary due to the ever-changing competitive business environment and the dynamics of market growth (Bamfo et al., 2018). A successful rebranding can create a positive perception that ultimately leads to satisfaction. New challenges also arise maintaining existing market share amidst competition from similar competitors. This is because finding new consumers will require greater costs than retaining existing consumers (Bali, 2022).

Product quality is also part of consumer behavior, namely information search. The product concept states that consumers favor products that offer the best quality, performance, and innovative features (Kotler & Armstrong, 2012). Quality is a crucial aspect of a product that companies provide to consumers to meet consumer expectations for product improvement. Product quality is a characteristic of a product that depends on its ability to solve consumer problems and satisfy consumer needs, which can be expressed and implemented **Error! Bookmark not defined..**

Companies must always improve the quality of their products because improving product quality can make consumers feel satisfied with the products they buy and influence consumer behavior for future purchasing decisions. Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing a product's perceived performance (or outcome) to

their expectations. If performance fails to meet expectations, consumers will be dissatisfied. If performance meets expectations, consumers will be satisfied. If performance exceeds expectations, consumers will be highly satisfied or delighted. Satisfaction is the difference between expectations and performance **Error! Bookmark not defined..** Consumer satisfaction is always based on efforts to eliminate or narrow the gap between expectations and performance **Error! Bookmark not defined..** Consumer satisfaction is an expression of a consumer's feelings described after comparing what a company offers (Nasrifah, 2022).

According to Sasongko, (2021), consumer loyalty is a customer's deep commitment to consistently subscribe to or purchase selected products or services in the future, as measured by how often consumers repeat purchases and recommend them to others. Another perspective on consumer loyalty is described as a consumer's devotion to a product or brand, which is closely related to trust (Ela, 2018). Consumers who are loyal to a brand tend to only use products from that brand and are unlikely to switch to other brands. Consumer loyalty according to Kotler & Keller (2016) is a firmly held commitment to repurchase or re-patronize a preferred product or service in the future even though situational influences and marketing efforts have the potential to cause behavioral changes. Consumer loyalty can arise due to consumer satisfaction as a result of quality products that meet consumer expectations so that they do not switch to other products (Widayatma & Lestari, 2018). This study aims to determine the influence of the variables used, namely rebranding (X1) and product quality (X2) on consumer loyalty (Y) through consumer satisfaction (Z).

Research Method

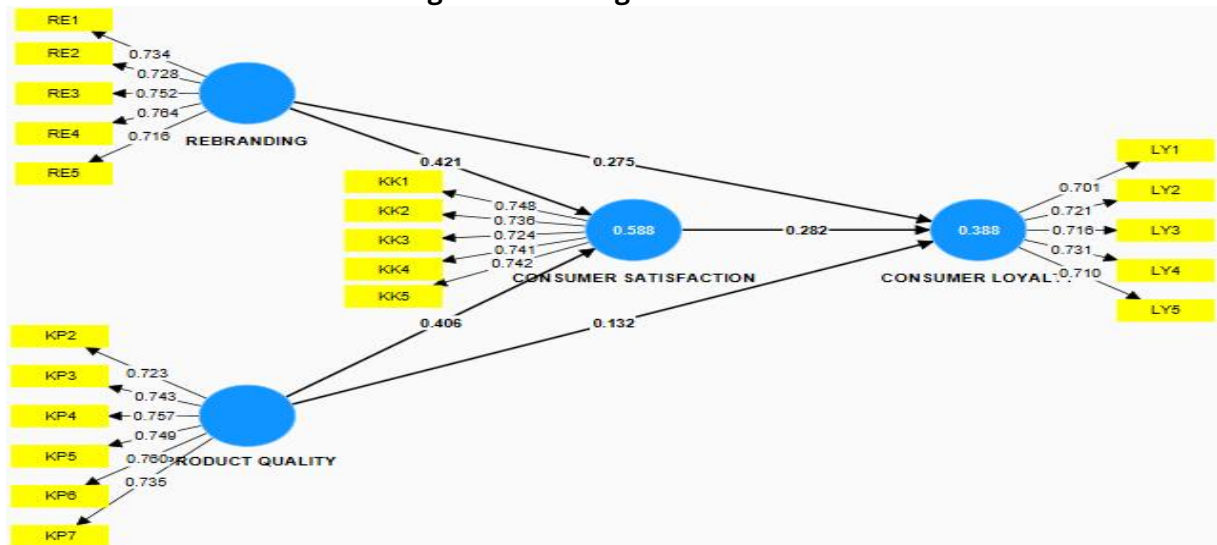
This study uses a quantitative methodology and an explanatory research design to determine how Mako Cake and Bakery customer satisfaction mediates rebranding and product quality on customer loyalty. Because the purpose of this study is to explain the causal relationship between the independent variable, the mediating variable, and the dependent variable, an explanatory research design was used **Error! Bookmark not defined.** . All participants in this study were Mako Cake and Bakery customers. The sampling method used was non-probability sampling with a purposive sampling of 385 respondents obtained from the results of distributing questionnaires. The respondent criteria used included: 1) Respondents know the Mako Cake and Bakery brand, 2) Respondents are aware of the rebranding carried out by Mako Cake and Bakery, 3) Respondents have purchased the product when it was still using the BreadTalk name, and 4) Respondents purchase Mako Cake and Bakery products regularly or repeatedly. A five-point likert scale was used in developing the research tool. The data analysis method employed in this study was SmartPLS 4.0 software, specifically Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). This analysis was chosen because it can test direct and indirect relationships between variables, including the mediating effect of consumer satisfaction on loyalty.

RESULTS AND DISCUSSION

RESULTS

Measurement Model Analysis (Outer Model)

The outer model specifically explains the relationship between latent variables, both dependent (endogenous) and independent (exogenous), and existing measurements or indicators of the variables (Musyaffi et al., 2022). Tests conducted on the outer model include convergent validity, discriminant validity, and composite reliability.

Figure 2. Loading Factors Model

Source: SmartPLS Program Output, 2025

Table 1. Loading Factors Results

	Rebranding	Product Quality	Consumer Satisfaction	Consumer Loyalty
RE1	0,734			
RE2	0,728			
RE3	0,752			
RE4	0,764			
RE5	0,716			
KP2		0,723		
KP3		0,743		
KP4		0,757		
KP5		0,749		
KP6		0,760		
KP7		0,735		
KK1			0,748	
KK2			0,736	
KK3			0,724	
KK4			0,741	
KK5			0,742	
LY1				0,701
LY2				0,721
LY3				0,716
LY4				0,731
LY5				0,710

Source: SmartPLS Program Output, 2025

The results of data analysis showed that the value of the outer loadings had met the requirements for each item to have a value >0.7 and it was concluded that all indicators were valid. In addition to being determined based on outer loadings, convergent validity is also determined through the Average Variance Extracted (AVE) value. AVE is used to determine the extent to which the items collectively represent the construct to be measured, with the AVE value being >0.50 .

Table 2. AVE Results

	Average variance extracted (AVE)
Rebranding	0,546
Product Quality	0,555
Consumer Satisfaction	0,545
Consumer Loyalty	0,513

Source: SmartPLS Program Output, 2025

This value indicates that a latent variable is able to explain more than half of the variance of its indicators. In other words, the indicators used are considered valid in measuring the latent variable.

Evaluating Validity and Construct Reliability

Testing discriminant validity can be done by examining the Fornell-Larcker criterion, which shows the root of the AVE in a construct is higher compared to the correlation of the construct with other latent variables. Cross-loading examination, namely the correlation coefficient of the indicator to its associated variables (cross-loading) compared to the correlation coefficient with other variables (cross-loading). The indicator's correlation value must be greater for its associated variables than for other variables. A larger value indicates the suitability of an indicator to explain its associated variables compared to explaining other variables.

Table 3. Fornell Larcker Criterion

	Rebranding	Product Quality	Consumer Satisfaction	Consumer Loyalty
Rebranding	0,739			
Product Quality	0,717	0,745		
Consumer Satisfaction	0,713	0,708	0,738	
Consumer Loyalty	0,571	0,529	0,571	0,716

Source: SmartPLS Program Output, 2025

It is known that the AVE root value for each variable is greater than the correlation of each construct, this indicates that the construct indicators in this study have met the criteria and are discriminantly valid.

Table 4. Cross Loadings

	REBRANDING	PRODUCT QUALITY	CONSUMER SATISFACTION	CONSUMER LOYALTY
RE1	0,734	0,521	0,603	0,441
RE2	0,728	0,495	0,495	0,535
RE3	0,752	0,551	0,469	0,395
RE4	0,764	0,520	0,525	0,349
RE5	0,716	0,567	0,528	0,367
KP2	0,569	0,723	0,611	0,439
KP3	0,537	0,743	0,547	0,328
KP4	0,501	0,757	0,488	0,458
KP5	0,513	0,749	0,508	0,339
KP6	0,549	0,760	0,528	0,430
KP7	0,527	0,735	0,462	0,347
KK1	0,562	0,483	0,748	0,480
KK2	0,528	0,487	0,736	0,378

	REBRANDING	PRODUCT QUALITY	CONSUMER SATISFACTION	CONSUMER LOYALTY
KK3	0,468	0,499	0,724	0,393
KK4	0,449	0,474	0,741	0,368
KK5	0,598	0,645	0,742	0,470
LY1	0,362	0,278	0,410	0,701
LY2	0,475	0,456	0,486	0,721
LY3	0,346	0,309	0,321	0,716
LY4	0,409	0,382	0,379	0,731
LY5	0,424	0,431	0,419	0,710

Source: SmartPLS Program Output, 2025

The table shows that the construct indicators are higher than the correlation of indicators in other constructs. Therefore, it can be concluded that all constructs have good discriminant validity in the provision that each construct indicator has a higher value than the correlation of indicators in other constructs.

Composite reliability testing is conducted to demonstrate the level of consistency of a measuring instrument to ensure its reliability. Generally, reliability is considered good if the value shown in the reliability test is >0.7 or close to 1. Furthermore, research data is considered reliable if the Cronbach alpha coefficient value is >0.6 . However, internal consistency testing (composite reliability) is not absolutely necessary if the validity of the variables has been met, because valid variables are reliable variables, conversely, reliable variables are not necessarily valid (Sarstedt et al., 2021).

Table 5. Composite Reliability and Cronbach Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Rebranding	0,793	0,794	0,857	0,546
Product Quality	0,840	0,841	0,882	0,555
Consumer Satisfaction	0,792	0,796	0,857	0,545
Consumer Loyalty	0,764	0,767	0,840	0,513

Source: SmartPLS Program Output, 2025

The table shows that all values meet the composite reliability requirements of >0.7 and the Cronbach's alpha requirement of >0.6 . Therefore, the construct values are considered reliable and have good reliability.

Structural Model Analysis (Inner Model)

The inner model, or structural model test, is a test that identifies and examines the relationship between independent (exogenous) and dependent (endogenous) variables in a study. This relationship addresses the research objective, namely testing the hypotheses formulated in the study (Musyaffi et al., 2022).

R-Square Value

R-Square is the coefficient of determination for the dependent (endogenous) variable. The R-Square value explains the variation of the independent (exogenous) variable in relation to the dependent (endogenous) variable. The explanatory power of this variable is divided into several criteria: an R-Square of 0.75 indicates strong, 0.50 indicates moderate, and 0.25 indicates weak (Sarstedt et al., 2021).

Table 6. R-square

	R-square
Consumer Satisfaction	0,588
Consumer Loyalty	0,388

Source: SmartPLS Program Output, 2025

Shows the R-square value of the consumer satisfaction variable of 0.588 which indicates that the rebranding and product quality variables are able to explain the consumer satisfaction variable by 58.8%, the remaining 41.2% is explained by other variables outside this study, and it is concluded that the model is considered moderate. Meanwhile, the R-square value of the consumer loyalty variable of 0.388 indicates that the rebranding, product quality, and consumer satisfaction variables are able to explain the consumer loyalty variable by 38.8%, the remaining 61.2% is explained by other variables outside this study, and it can be concluded that the model is considered weak.

Q-Square Value

Q-Square test is used to determine the predictive power of a model through blindfolding. It measures the accuracy of the observed values generated by the model and its parameter estimates. A Q-Square value > 0 (zero) indicates that the model has predictive relevance. A Q-Square value < 0 (zero) indicates that the model has little or no predictive relevance.

$$Q^2 = 1 - [(1-R^2_1) (1-R^2_2)]$$

$$Q^2 = 1 - [(1-0,588) (1-0,388)]$$

$$Q^2 = 1 - [(0,412) (0,612)]$$

$$Q^2 = 1 - 0,252$$

$$Q^2 = 0,748 \times 100 = 74,8\%$$

From the results of the calculation, it is known that the Q2 value has a percentage value of 74.8%, which states that the value is greater than 0 and shows a good predictive relevance value.

Hypothesis Testing Results

Hypothesis testing is conducted using the bootstrapping calculation method, which is divided into two types of tests: direct effect testing and indirect effect testing.

Direct Effect Testing

Table 7. Direct Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Rebranding -> Consumer Satisfaction	0,421	0,422	0,057	7,362	0,000
Rebranding -> Consumer Loyalty	0,275	0,277	0,070	3,925	0,000
Product Quality -> Consumer Satisfaction	0,406	0,408	0,051	8,032	0,000
Product Quality -> Consumer Loyalty	0,132	0,131	0,074	1,791	0,073
Consumer Satisfaction -> Consumer Loyalty	0,282	0,285	0,060	4,657	0,000

Source: SmartPLS Program Output, 2025

Rebranding has a positive and significant influence on consumer satisfaction with a path coefficient value of 0.421 or 42.1%. Rebranding has a positive and significant influence on consumer loyalty with a path coefficient value of 0.275 or 27.5%. Product quality has a positive and significant influence on consumer satisfaction with a path coefficient value of 0.406 or 40.6%. Product quality has a positive but insignificant effect on consumer loyalty. Consumer satisfaction has a positive and significant influence on consumer loyalty with a path coefficient value of 0.282 or 28.2%.

Indirect Effect Testing

Table 8. Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Rebranding -> Consumer Satisfaction -> Consumer Loyalty	0,119	0,121	0,032	3,662	0,000
Product Quality -> Consumer Satisfaction -> Consumer Loyalty	0,114	0,116	0,028	4,097	0,000

Source: SmartPLS Program Output, 2025

Consumer satisfaction has a significant influence in mediating the relationship between the rebranding variable and the consumer loyalty variable with a path coefficient value of 11.9%.

Consumer satisfaction has a significant influence in mediating the relationship between product quality variables and consumer loyalty variables with a path coefficient value of 11.4%.

DISCUSSION

The Effect of Rebranding on Consumer Satisfaction

From the analysis of rebranding indicators, it was revealed that redesign elements such as the new store concept "Japanese Boutique Bakery" provided the largest contribution to consumer satisfaction with a loading factor of 0.764. The aesthetic interior design and neat product layout were able to provide a pleasant visual experience and shopping comfort for consumers, thereby strengthening their satisfaction with the Mako brand. Furthermore, the new logo design was also a significant factor in consumers' preference for Mako Cake and Bakery's new visual appearance, with a loading factor of 0.752. Consumer preference for the new, more unique logo, which represents a fresh brand concept, demonstrates the rebranding's success in establishing a strong and easily recognizable visual identity.

This study also emphasized the importance of brand repositioning that clarifies Mako's identity as a local bakery, making it easier for consumers to recognize and remember the brand, ultimately increasing their satisfaction. The shorter, more memorable name change was also a strategic move that proved successful in strengthening brand awareness and facilitating consumers' recall and association of the brand with their expectations for the product.

These findings align with previous research, such as that conducted by Lestari et al., (2023), which also found that rebranding had a positive and significant impact on consumer satisfaction. This indicates that effective rebranding can improve consumer perceptions of a brand, thereby increasing satisfaction with the product or service. These findings support Kotler & Keller's (2016) theory of consumer satisfaction, which states that satisfaction arises when product or brand performance meets or exceeds customer expectations. Successful rebranding can create a new and positive brand image that can increase consumer satisfaction and confidence in the product's quality and value. Therefore, Mako's rebranding efforts can create a better consumer experience and strengthen brand loyalty in an increasingly competitive market.

The Effect of Rebranding on Consumer Loyalty

Analysis of consumer loyalty indicators shows that belief in the quality of Mako products is the main driving factor of loyalty, with the highest outer loading value of 0.731 for the statement "I believe that Mako Cake and Bakery brand products are of higher quality than other brands." This confirms that product quality is an important part in maintaining consumer loyalty after rebranding. Furthermore, consumer loyalty is also reflected in consistent repeat purchasing habits, with the indicator "I buy Mako Cake and Bakery every time I come across its outlet" achieving an outer loading value of 0.726. This is supported by the strategic location of Mako outlets in shopping centers near office areas, which makes it easy for consumers, especially private sector employees with high purchasing power, to make regular purchases.

Consumer loyalty is also evident in consumers' commitment not to switch to other brands, with an outer loading of 0.716 for the statement "I will not switch to other brands after purchasing Mako Cake and Bakery products." The rebranding, which involved updating the name, logo, and store concept, provided a positive experience that kept consumers loyal and choosing Mako over competitors. Furthermore, the rebranding's ability to create positive perceptions is evidenced by an outer loading of 0.710 for the indicator "I will recommend others to purchase Mako Cake and Bakery products." This indicates that satisfied consumers will recommend the product to others, strengthening loyalty and expanding Mako's customer base.

These findings align with other studies, such as Putri et al., (2024), which found that rebranding had a positive and significant impact on customer loyalty in the Gojek app, and Anggraini & Hidayat, (2024) study, which examined the impact of rebranding on millennial and ziennial GoFood users. All of these findings reinforce the consensus that rebranding has a positive impact on increasing consumer loyalty across various industry sectors. Based on Firmansyah (2018) consumer behavior theory, loyalty is a form of consumer commitment that arises from positive experiences in repeat purchases and positive attitudes in product recommendations. This study proves that the rebranding carried out by Mako Cake and Bakery not only succeeded in meeting consumer expectations but even exceeded them, thus triggering significant and sustainable growth in consumer loyalty.

The Effect of Product Quality on Consumer Satisfaction

Analysis of product quality indicators revealed that the factor that most contributes to consumer satisfaction is the bread's texture remaining soft for a long time, with the highest outer loading value of 0.760 for the statement "Mako Cake and Bakery bread does not harden quickly." This indicates the use of quality raw materials and effective packaging to maintain product freshness. The second important indicator is product durability, measured by the statement "Mako Cake and Bakery products are long-lasting," with a loading value of 0.757. This is particularly relevant for female consumers who manage household needs and ensure long-lasting food products as snack supplies, which aligns with the characteristics of respondents who frequently purchase multiple types of bread at once. Furthermore, the inclusion of an expiration date on the packaging, with a loading value of 0.749, is a significant indicator in maintaining consumer trust. This information alleviates concerns about product safety and provides assurance that the product is safe and suitable for consumption. The variety of product flavors and distinctive aromas are also important factors in creating consumer satisfaction, with loading values of 0.743 and 0.723, respectively. Innovation in offering diverse product variations and distinctive aromas for Mako products provides a pleasant sensory experience and strengthens the brand's identity in the eyes of consumers.

The results of this study are consistent with previous research, such as that conducted by Budiarno et al., (2022) on Indomaret Point and Novel et al., (2022) on fast food, which also found that product quality significantly increases customer satisfaction. This reinforces the understanding that product quality is a key factor that companies must maintain to achieve and maintain customer satisfaction. This study confirms that Mako Cake and Bakery's commitment to maintaining product

quality through various aspects, from texture, durability, freshness, to product variant innovation, plays a significant role in increasing consumer satisfaction. This finding aligns with consumer behavior theory, which states that quality is a key factor in meeting consumer needs and expectations, thus creating sustainable satisfaction.

The Effect of Product Quality on Consumer Loyalty

Product quality itself is not always the sole driver of loyalty. This research indicates that while product quality contributes to consumer satisfaction (for example, through bread that doesn't harden quickly), that satisfaction doesn't directly or automatically translate into significant loyalty. Furthermore, brief product shelf life aspects, such as "Mako Cake and Bakery products are long-lasting" and "Mako Cake and Bakery displays expiration dates on the packaging," suggest that consumers may perceive the product's freshness to deteriorate quickly, which could hinder the formation of long-term loyalty for repeat purchases. Although the direct effect is not significant, companies should still focus on improving product quality because this is an important foundation for building satisfaction that can ultimately drive loyalty. This is emphasized by the strong tendency of Mako Cake and Bakery consumers to recommend products to others, with the highest mean value of 4.07 for the statement "I will recommend others to buy Mako Cake and Bakery products." This shows that despite the lack of direct significance between product quality and loyalty, consumers still have a strong positive view of Mako, which can be the foundation for loyalty through recommendations.

These results are consistent with several previous studies, such as the study by Liana et al., (2024) on Shopee and Santoso (2019) on Geprek Bensu, which also found that product quality had no significant direct influence on consumer loyalty. However, these findings differ from the study by Bali, (2022), which showed that product quality significantly influenced consumer loyalty to certain cosmetic brands. This difference indicates the complexity of the relationship between variables and the possibility of other mediating or moderating factors at play. Thus, it can be concluded that although Mako Cake and Bakery's product quality contributes to satisfaction, its direct effect on consumer loyalty is not yet statistically significant. This is likely because loyalty is influenced by a combination of other factors such as satisfaction with price, ease of access, and overall experience, all of which synergistically shape consumer commitment to the brand.

The Effect of Consumer Satisfaction on Consumer Loyalty

Based on the analysis of outer loadings on the consumer satisfaction variable, the factor that contributed the most was consumer satisfaction with the perceived price, perceived as being commensurate with the quality of the product received. This outer loading value was 0.748 for the statement "Satisfied with the price offered because it is commensurate with the quality received." This confirms that the perception of value for money between price and quality is a key factor driving customer loyalty. Furthermore, the superior quality of Mako products compared to other brands is also a significant factor supporting loyalty, as reflected in the loading value of 0.741 for the item "Mako Cake and Bakery has better quality than other brands." Consumers prioritize Mako as their primary choice because its products meet or even exceed their expectations compared to competitors.

Another factor that plays a significant role in creating satisfaction and loyalty is excellent employee service, such as good communication skills (loading 0.741), a neat and professional appearance (loading 0.736), and speed in serving customers in queues (loading 0.724). Positive experiences interacting with Mako employees provide comfort and a feeling of appreciation, which fosters an emotional bond with the brand. Fast and efficient service is crucial for highly mobile consumers, especially private sector employees, who comprise the majority of respondents. This provides added value that can reduce the inconvenience of waiting and strengthen consumers' decision to continue choosing Mako as their favorite bakery.

Overall, customer satisfaction plays a central role in building customer loyalty at Mako Cake and Bakery. According to Kotler & Keller's (2016) theory, satisfaction arises when products and services meet or exceed consumer expectations. High satisfaction encourages repeat purchases and word-of-mouth promotion through recommendations, thereby increasing loyalty and strengthening Mako's position in the market.

The Effect of Rebranding on Consumer Loyalty Mediated by Consumer Satisfaction

Rebranding is a company's strategic effort to create a better brand image through repositioning, renaming, redesigning, and relaunching, with the aim of maintaining the brand's relevance and competitiveness in the market. When rebranding successfully creates a positive image and meets or exceeds consumer expectations, consumer satisfaction is achieved. This high level of satisfaction then becomes a strong driver for consumer loyalty to the Mako brand. This concept aligns with consumer behavior theory, where the new brand identity, image, and perception after rebranding can satisfy consumer needs and desires. A positive post-rebranding experience will increase overall satisfaction, which in turn drives loyalty. This consumer loyalty manifests not only in repeat purchases but also in a commitment to not switch to other brands, belief in the superiority of Mako products, and recommendation to others.

Regarding rebranding, the indicator "Rebranding provides a new store concept" (outer loading value of 0.764) indicates that the redesign element, particularly the new in-store experience, is a significant factor in triggering satisfaction and, through mediation, loyalty. A fresh and attractive store concept creates a more enjoyable shopping experience for consumers. Meanwhile, regarding the consumer satisfaction variable, the indicator "Satisfied with the price offered because it matches the quality received" (outer loading value of 0.748) indicates that the perception of fair value between price and product quality is a crucial element in shaping satisfaction. When consumers perceive that the price paid is commensurate with the quality received, their satisfaction increases, which in turn contributes to increased loyalty.

The results of this study, consistent with other studies such as Anggraini & Hidayat (2024), concluded that consumer loyalty at Mako Cake and Bakery will significantly increase if consumers are satisfied with the rebranding activities, particularly through improvements to the store concept and perceived value. Therefore, consumer satisfaction is an essential bridge connecting the rebranding strategy to building strong consumer loyalty.

The Effect of Product Quality on Consumer Loyalty Mediated by Consumer Satisfaction

Product quality is essentially a product's ability to meet consumer needs and solve consumer problems, manifested in various aspects such as flavor variety, product durability, reliability against damage, and sensory appeal. Consumers' experiences in purchasing products that meet their needs will influence their decisions to repurchase. Therefore, companies must continuously strive to improve product quality to foster loyalty and strengthen brand position in the market. According to consumer behavior theory, satisfaction arises from consumers' evaluation process when comparing product performance received with their expectations. Even if a product is of high quality, if it does not meet expectations, consumers may be dissatisfied. This consumption satisfaction then becomes a crucial link between product quality and loyalty, where loyalty is reflected in repeat purchases, reluctance to switch brands, confidence in product quality, and recommendations to others.

In the indicator testing, the product quality item with the highest outer loading value was the statement that "Mako Cake and Bakery bread doesn't harden quickly" (0.760), indicating that product reliability against damage is a key aspect influencing consumer satisfaction. Meanwhile, in the satisfaction variable, the highest score was found in the indicator "Satisfied with the price offered because it matches the quality received," demonstrating the importance of the perception of price commensurate with quality in building satisfaction. These findings indicate that positive consumer experiences with product reliability and fair pricing are key factors in shaping customer

satisfaction and loyalty at Mako Cake and Bakery. Consumers who perceive they are receiving a quality product at a reasonable price tend to be more satisfied and ultimately more loyal to the brand.

The results of this study align with a study conducted by Sholikhah & Hadita (2023), which found a significant indirect effect between product quality and customer loyalty through customer satisfaction. Therefore, it can be concluded that customer loyalty at Mako Cake and Bakery can be effectively increased if the company is able to satisfy consumers through adequate product quality that meets expectations.

CONCLUSION

Based on data analysis and hypothesis testing results, it can be concluded that Mako consumer satisfaction is directly influenced by rebranding and product quality. Effective rebranding activities and good product quality can increase consumer satisfaction. However, customer loyalty to Mako products is not directly influenced by product quality, but rather by rebranding and consumer satisfaction. Furthermore, rebranding and product quality also influence loyalty through consumer satisfaction. Effective rebranding and consistent product quality maintenance can increase consumer satisfaction, which ultimately drives consumer loyalty.

For future researchers wishing to conduct similar research, it is important to note the limited sample size, which means the results cannot be broadly generalized to the entire population. Therefore, to ensure further research is more representative and strengthen the validity of the findings, it is recommended to expand the scope of respondents by involving consumers in each province more evenly. Further development could be done by adding other variables such as price and service quality, or adding statements to items not discussed in depth in this study. Furthermore, Mako Cake and Bakery is expected to continuously optimize its rebranding strategy, focusing on enhancing positive customer experiences. Mako Cake and Bakery can also incorporate surveys or feedback forms at checkout to assess customer needs and address customer complaints.

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