

Why Accepting New Brands: Empirical Insights from Two Cases

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Abstract

Rebranding, a key strategic effort, aims to shift consumer perception toward a new brand identity. Further research is needed on how old brand associations and specific rebranding features influence new brand attitudes toward acceptance. This study addresses this gap by investigating how existing brand associations and rebranding elements affect consumer acceptance of a new brand identity, specifically considering the influence of brand attachment/evaluation, new brand perceptions (e.g., logo redesign and benevolence), stereotypes, and brand experience. Drawing on the Reasoned Action, Attachment, and Tripartite Attitude theories, the research empirically models how 424 Vietnamese consumers accepted rebranding efforts by case company, Vinamilk and Viettel. Findings indicate consistent positive impacts from brand attachment, negative effects from old brand evaluation, and a positive relationship between new brand perception and acceptance. Moderator effects varied, except for brand attachment's consistent influence, and distant brand consumers showed a different focus during rebranding. This research offers theoretical insights into the determinants of rebranding acceptance and practical implications for the studied companies and analogous businesses operating in dynamic markets.

Categories: Consumer Behavior, Customer relationship management, Marketing and Market Issues in Business

Keywords: attachment theory, brand evaluation, vietnamese consumers, rebranding, reasoned action theory

Introduction

Rebranding requires modifying both tangible features (e.g., logo) and intangible values (e.g., benevolence), potentially risking established reputation and perceptions. The success of rebranding hinges on navigating the transition gap between old and new brands, addressing consumer resistance to the new brand, managing new brand perceptions, fostering new brand engagement, and understanding consumer characteristics (Beise-Zee, 2022), (Marques et al., 2020), (Collange and Bonache, 2015), and (Merrilees and Miller, 2008).

Previous research highlights diverse aspects of rebranding, including internal and external perspectives (Stuart, 2018) (Joseph et al., 2021), logo redesign (Williams and Son, 2022), (Madadi et al., 2023), product changes (Hu et al., 2025), brand loyalty (Toteva et al., 2024), brand attachment (Chen and Lu, 2024), evaluation of the old brand (Shimul, 2022), and global case studies providing practical principles and insights (Joseph et al., 2021). Stereotypes are increasingly employed in marketing research both to predict consumer behavior (Davvetas and Halkias, 2019), (Diamantopoulos et al., 2021), and (Wu et al., 2023) and to distinguish between different responses. For example, Joseph et al. (Joseph et al., 2021) reported that perceptions of competence and warmth associated with stereotypes can result in distinct consequences. Despite this, the influence of old-to-new brand transfer and specific rebranding elements on new brand attitudes requires further investigation.

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Based on the Reasoned Action Theory (RAT) (Heilbroner et al., 1980), Attachment Theory (AmT) (Gilal et al., 2025) (Shimul, 2022), and the Tripartite Model of Attitude (TMA) (Spooncer, 1992), our study models customer intention to accept a new brand, empirically examining the effects of new brand perceptions (logo redesign, benevolence, strategy) and old brand evaluations (attachment, cognitive, affective) on rebranding attitude. It also explores how stereotypes (Joseph et al., 2021) moderate these effects. While branding and rebranding management are common research issues, an in-depth analysis of actual rebranding cases (or case studies) is particularly crucial. Since 2020, Vietnam has seen a significant increase in rebranding, with companies like Vietnam Dairy Company (Vinamilk), Telecommunications Group (Viettel), and others adopting new brand strategies. This study aims to fill this gap by investigating the consumer acceptance of rebranded identities of two case companies, Vinamilk and Viettel.

Literature review

Branding and Rebranding

Brands serve to differentiate products or services through elements like names, symbols, and designs, fostering emotional connections with customers (Kotler and Keller, 2016) (Shimul, 2022). However, companies must adapt to today's highly competitive and unpredictable markets, which often necessitates rebranding. This involves creating new brand elements to reposition the brand in stakeholders' and competitors' minds (Joseph et al., 2021). Rebranding is a transformative process that significantly alters a brand's original elements (Joseph et al., 2021). Consumer acceptance is crucial to this transformation, depending on multiple brand elements (Joseph et al., 2021) (Collange and Bonache, 2015). Successful rebranding hinges on retaining existing customers and attracting new ones, ultimately shaping attitudes and intentions toward the new brand (Stuart, 2018).

Intention to Accept Rebranding

Customer reactions to rebranding are often unpredictable due to factors like perceived benefits, transition costs, value exchanges, and personal benchmark losses (Collange and Bonache, 2015). Halkias (Halkias, 2022) argued that acceptance of a new brand is influenced by tangible factors such as demographics, lifestyles, and evolving needs, as well as intangible factors like old brand evaluation, brand attachment, and new value perceptions. For example, research by Park and Nunes (Park and Nunes, 2025) revealed that consumers with higher attachment on favorite brands are more likely to choose to stay with them even after misconduct.

To explain customer acceptance, RAT posits that behavioral intention stems mainly from attitudes (Heilbroner et al., 1980), and AmT suggests that emotional bonds formed through experiences influence acceptance (Park and Nunes, 2025). Additionally, the TMA highlights the impact of emotional reactions and cognitive beliefs on attitude, suggesting that stronger evaluations of the old brand create higher barriers to accepting the new one (Spooncer, 1992). However, Chen and Lu (Chen and Lu, 2024) argued that brand attachment can mitigate these barriers by fostering loyalty and a sense of belonging. Accordingly, our research adopted RAT to explain attitudes toward the new brand and AmT and TMA to understand the transference from the old brand to the new one.

Attitude toward Intention of New Brand

Developed to understand the link between attitudes and behavioral intentions, the RAT advocates that personal motivations can predict behavior (Heilbroner et al., 1980). Within RAT, intention is the key determinant, directly influenced by attitude. For instance, customer intention to accept a rebranded product predicts their acceptance behavior, and this intention is shaped by their attitude toward the new brand. This attitude is formed by personal beliefs about the perceived value of rebranding elements like brand attachment, emotional evaluation, logo changes, service policy updates, and strategic adjustments (Park and Nunes, 2025), (Gilal et al., 2025), (Madadi et al., 2023), and (Das et al., 2023). Therefore, as proposed by RAT and to validate the RAT's applicability within the specific, high-stakes context of Vietnamese rebranding, the H1 is defined for the context of new brand acceptance:

H1: Attitude toward new brand positively and significantly influences intention to accept new brand.

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Beyond emphasizing attitude's influence on behavioral intention, the RAT highlights the critical role of value perceptions in shaping attitude. Huang (Huang, 2023) highlighted that higher perceived values drive a more positive attitude and increased intention to accept a new brand. To understand attitude toward a rebranded product/service, this study examines two sets of determinants: old brand transference and new brand perceptions.

Old brand transference is assessed using brand attachment, cognitive evaluation, and affective evaluation. The cognitive-affective approach was previously used by Oliver (Oliver, 1993) where cognitive evaluation involves rational assessments, such as comparing perceived performance to expectations, and affective evaluation involves emotional responses to the consumption experience. Our study separates cognitive and affective evaluations of old brand to study their distinct impacts on transference attitude (Wu et al., 2023). However, whether this separation is applicable to the rebranding context for Vietnamese consumers needs to be tested in the factor analysis process. New brand perceptions include logo redesigns, product/service redesign cues, benevolence, and reoperational strategy.

Transference of Old Brand

Brand attachment: Brand attachment reflects the enduring emotional connection between a consumer and a brand, influenced by the degree of interaction (Gilal et al., 2025), (Shimul, 2022), and (Chen and Lu, 2024). It is more than satisfaction, involving feelings of affection, trust, and loyalty (Huang, 2023). Individuals with strong brand attachment tend to maintain this connection and engage with the brand (Gilal et al., 2025). Importantly, favorite brands lead to high loyalty tolerance, forgiving misdeeds and punishing low attachment (Park and Nunes, 2025). However, whether this tolerance is applicable to the new brand acceptance still needs further examination, although highlighted by Shimul (Shimul, 2022) that brand attachment drives positive outcomes, including commitment, advocacy, sense of belonging, and enhanced brand equity. The H2 therefore is hypothesized that customers with higher brand attachment will exhibit a more positive attitude toward a rebranded brand.

H2: Brand attachment positively and significantly influences attitude toward new brand.

Cognitive evaluation: While strong brand attachment often leads to a positive attitude toward a new brand, Wu et al. (Wu et al., 2023) argued that cognitive alignment between the brand and consumers' self-perception is crucial, based on the connection-prominence attachment model (CPAM). Shimul (Shimul, 2022) reported, based on their research finding, that there is a positive correlation between cognitive evaluation and brand attitude. However, the extent to which this relationship also applies to the transfer from an established brand in a rebranding context remains under-explored. Rebranding involves significant risk because consumers form brand evaluations by integrating multiple information points, emphasizing attributes relevant to their wants and needs. A perceived drop in quality and reliability during rebranding can increase consumers' preference for the old brand, driven by risk aversion. Our research argued that stronger cognitive evaluation of old brand likely creates lower attitude toward the new one. Therefore, the third hypothesis is defined:

H3: Cognitive evaluation of old brand negatively and significantly influences attitude toward new brand.

Affective evaluation: Affective evaluation is driven by subjective emotions, but rational thought (Wu et al., 2023). While reason-based judgments are influential, emotions also serve as informational cues, suggesting consumers may base judgments on feelings rather than attributes, and result in buying behaviors (Chen and Lu, 2024). However, Wu et al. (Wu et al., 2023) argued that rebranding can alter these evaluations. Generally, consumers develop trust and loyalty toward established and favorite brands, fostering a deep-rooted relationship (Wu et al., 2023) (Chen and Lu, 2024). When a brand abruptly rebrands, it can unsettle consumers' emotional ties, causing confusion, a lack of trust, and even anxiety. Therefore, stronger emotional evaluation to an old brand may result in lower attitudes toward a new brand. Accordingly, the fourth hypothesis is defined:

H4: Affective evaluation of old brand negatively and significantly influences attitude toward new brand.

Perceptions of New Brand

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Perceived logo redesign of new brand: Logos are visual symbols representing brands and organizations (Bonnardel et al., 2020). Williams and Son (Williams and Son, 2022) argued that logo redesign has been a common rebranding tactic, involving shape and color modifications that influence consumer attitudes. Within the rebranding process, logo redesign representing culture significantly impacts consumer evaluation (Bonnardel et al., 2020). More visual context enhances viewer response, but leading to have varying impacts (Madadi et al., 2023). We argued that negative perceptions of logo changes elicit negative brand views, while significant changes can strengthen brand associations. Therefore, the fifth hypothesis is defined:

H5: Perceived logo redesign of new brand positively and significantly influences attitude toward new brand.

Perceived product/service redesign cues of new brand: Design, encompassing emotional, functional, and symbolic values, drives consumer behavior (Hu et al., 2025). Wang et al. (Wang et al., 2024) argued that product/service design cues, both tangible and intangible, including shape, texture, usability, and aesthetics, are subject to redesign, representing modifications to existing attributes. Their research finding revealed that consumer perceptions are influenced by product design, where strong design cues lead to favorable reactions, as consumers perceive visual elements holistically, and positive design cues enhance perceived quality and evoke positive emotions, leading to positive attitude toward a new brand. However, whether this element of new brand is a key to rebranding process is still underexplored. Thus, the sixth hypothesis is defined:

H6: Perceived product/service redesign cue of new brand positively and significantly influences attitude toward new brand.

Perceived benevolence of new brand: Benevolence, prioritizing consumer welfare over self-interest (Das et al., 2023) (Ozdemir and Sonmezay, 2020), reflects a brand's perceived sincerity, empathy, and integrity. Das et al. (Das et al., 2023) reported that perceived benevolence positively correlates with trust and attitude. However, whether this perception leads to a positive attitude still needs to be uncovered, as part of the rebranding process, organizations endeavor to transmit messages of goodwill, kindness, generosity, and charitableness to consumers. This strategic communication aims to cultivate a positive disposition toward the revised brand identity and alleviate potential consumer hesitation. We argue that higher perceived benevolence in a new brand, demonstrated through innovation and customer focus, will lead to greater attitude. Accordingly, the seventh hypothesis is defined:

H7: Perceived benevolence of new brand positively and significantly influences attitude toward new brand.

Perceived reoperation strategy: Rebranding often involves strategic operational changes beyond visual alterations, aiming for a differentiated position (Joseph et al., 2021), (Marques et al., 2020), and (Beise-Zee, 2022). This includes long-term plans like service quality enhancements and global expansion, influencing customer attitudes over time. Marques et al. (Marques et al., 2020) reported based on a case study that consumers associate the rebranded image with being innovative and original. This revealed that whether reoperation strategy is successfully delivered and positively perceived by consumers remains crucial in rebranding process. In the rebranding process, companies usually prioritize communicating the positive results and benefits of their internal adjustments to consumers, aligning with their needs and desires, rather than explicitly detailing their reoperation strategy. This focus is more likely to generate a positive attitude toward the rebrand. We argue that customers who perceive beneficial changes will likely maintain brand support toward the new brand, and vice versa. Therefore, the eighth hypothesis is defined:

H8: Perceived reoperation strategy of new brand positively and significantly influences attitude toward new brand.

Stereotype

Stereotypes, enduring social beliefs, are distinct from brand images (Davvetas and Halkias, 2019) (Diamantopoulos et al., 2021). Wu et al. (Wu et al., 2023) argued that the stereotype content model, which assesses perceptions based on competence (capability, assertiveness) and warmth (friendliness, trustworthiness), influences brand perceptions. This implies that competence stereotypes drive cognitive engagement toward behavioral intention, while warmth fosters emotional engagement. Rebranding that aligns with stereotypes can elicit varied responses, with prejudiced consumers potentially rejecting brands based on preconceived notions, regardless of brand attributes. However, whether the effects

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of perceptions of the old brand and new brand on attitude differ across stereotypes is still under-researched. We hypothesize that stereotypes moderate the relationship between new brand determinants and attitudes towards new brands. Therefore, the tenth hypothesis is defined:

H9: Subjects' stereotype significantly moderate results from H2 to H8.

Research Cases

Vinamilk, a leading Vietnamese dairy company since 1976, offers diverse products and holds a significant market share (Vinamilk, 2021). Recognized globally, it underwent its first major rebranding to modernize its brand and user experience. The rebranding included an interactive website for name customization, which became a viral trend, generating numerous discussions. From July 6 to 14, social media discussions reached 86,324, with over 1 million interactions, focusing on logo, product design, and brand symbolism. Post-rebranding, Vinamilk was ranked among Vietnam's top 100 brands, valued at \$3 billion, a 6% increase from 2022, and became the 6th largest global milk brand and Vietnam's most valuable food brand. The rebranding successfully repositioned Vinamilk as a symbol of food diversity, health, nutrition, and sustainable living, beyond just a milk provider.

Viettel, a Vietnamese telecommunications and technology corporation established in 1989, operates across diverse sectors, including IT, telecommunications, electronics manufacturing, cybersecurity, and digital services (Viettel, 2021). Holding the largest share of Vietnam's telecommunications market, Viettel is valued at approximately \$4.3 billion and ranks among the top 500 global brands. In 2021, Viettel rebranded to transition from a transaction-based to a service-oriented model, aiming to lead in digital society development (Vietnam News, 2021).

While both Vinamilk and Viettel are leading Vietnamese companies undergoing recent rebranding, they differ significantly in industry, products, customer base, and strategic development, impacting their rebranding process and outcomes. We propose that these differences may lead to variations in how the previously mentioned hypotheses apply based on brand experiences. Accordingly, the eleventh hypothesis is defined.

H10: Brand experience (i.e., Vinamilk and Viettel) moderates results from H2 to H8.

Research Method

Research model

To predict new brand acceptance, a four-part research model was developed, based on defined hypotheses. It integrates elements from the RAT, AmT, and TMA. RAT contributes attitude and intention, while AmT informs the inclusion of new brand variables, brand attachment, and TMA drives cognitive and affective evaluation for old brand. The model examines the effect of consumer perceptions of logo redesign, product/service redesign cues, perceived benevolence, and perceived reoperation strategy on attitude toward new brand. Finally, it examines the moderation effects of moderators, stereotype and brand experience, on the defined hypotheses. Operational definitions for variables are also defined.

Figure 1 shows the research model including causal variables and moderation variables (Stereotype and brand experience). It reveals the 10 hypotheses defined in the section of literature review.

Table 1 shows the operational definition for research variables.

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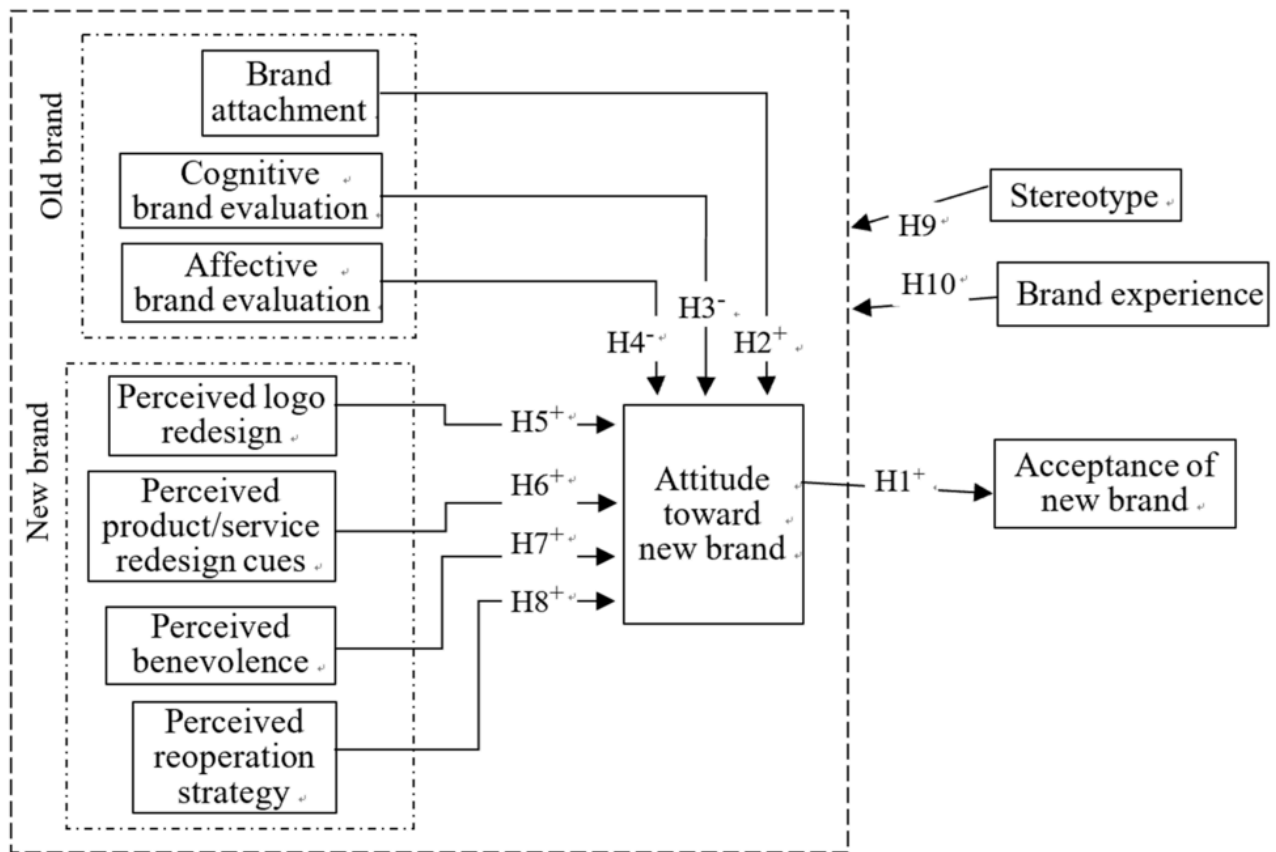


FIGURE 1: Research model (Source: Author)

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Variables	Definition	References
Intention to accept new brand	The degree to which subjects intend to accept new brand	(Heilbroner et al., 1980), (Beise-Zee, 2022)
Attitude toward new brand	The degree to which subjects reveal attitude toward new brand	(Heilbroner et al., 1980), (Beise-Zee, 2022)
Brand attachment of old brand	The degree to which subjects reveal brand attachment of both old and new brand	(Chen and Lu, 2024), (Gilal et al., 2025)
Cognitive evaluation of old brand	The degree to which subjects perceive the cognitive evaluation of old brand	(Mandler et al., 2023)
Affective evaluation of old brand	The degree to which subjects perceive the affective evaluation of old brand	(Mandler et al., 2023)
Perceived logo redesign of new brand	The degree to which subjects perceive the logo redesign of new brand	(Williams and Son, 2022), (Madadi et al., 2023)
Perceived product/service redesign cues of new brand	The degree to which subjects perceive the product/service redesign cues of new brand	(Hu et al., 2025)
Perceived benevolence of new brand	The degree to which subjects perceive the benevolence of new brand	(Collange and Bonache, 2015), (Das et al., 2023)
Perceived reoperation strategy	The degree to which subjects perceive the reoperation strategy of new brand (e.g., service quality, global expansion, repositioning)	(Joseph et al., 2021), (Beise-Zee, 2022)
Stereotype	The extent to which subjects exhibit stereotypical perceptions regarding the new brand	(Davvetas and Halkias, 2019)

TABLE 1: Operational definition for variables

Measure and sample

A survey-based quantitative study was conducted among Vietnamese consumers who had purchased Vinamilk or Viettel products/services. Following a pre-test to improve clarity and readability, the revised questionnaire used a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) and comprised two sections (Appendix). The first section collected demographic information (gender, age, experience). Participants were instructed to select either brand for which they had experience with both old and new brands. Two tailored questionnaire versions were used to enhance data validity by aligning with respondents' direct experiences (Appendix), each with brand-specific visuals, Vinamilk (Vinamilk, 2021) or

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Viettel (Viettel, 2021). A screening question was used to verify qualified participants, excluding those who had only purchased either the old or new products/services or had no relevant experience. The second section contained questions measuring the study variables, with participants indicating their level of agreement.

To assess stereotype tendencies toward the old brand, three questions were used, categorizing participants into high and low groups. For validity checks, the questionnaire incorporated two reverse-coded questions (RQ): AVO3 within the variable of Affective evaluation of old brand and PPR3 within the variable of Perceived product/service redesign cues of new brand. The survey was distributed across Vietnamese social media platforms (e.g., Facebook, Instagram), reaching general-interest communities rather than brand-specific groups to maintain randomness and enhance diversity. Qualified participants were asked to share it with their networks to maximize participation. A 30-day online survey (Google Forms), conducted from May 20th to June 18th, 2024, yielded 424 valid responses, with each brand receiving over 200 samples.

Results And Discussion

Descriptive statistics

The collected data was summarized including gender, age, brand experience, and stereotype. Stereotype was categorized into high (H-) and low (L-) groups based on the mean of valid responses. Participants scoring at or above the mean were assigned to the H-group, and those below to the L-group. Of the initial 515 surveys, 424 were deemed valid (82.33% validity rate) after excluding incomplete, uniform answers, and inconsistent responses to RQs. A disproportionately high number of respondents (60.4%) fell within the 18-24 age group. While acknowledging the possibility of sampling bias affecting this range, the analysis continued based on the typical age profile of social media users. The remaining demographic variables exhibited more balanced representation, with each category containing over 150 samples.

Table 2 presents the descriptive statistics, where gender, age, brand experience, and stereotype, along with their associated frequencies. The valid rate of overall samples is also shown in the table.

Background	Item	Frequency	Percentage	Total	Valid	Valid rate
Gender	Male	192	45.3%	515	424	82.33%
	Female	232	54.7%			
Age	Under 18	26	6.1%			
	18–24	256	60.4%			
	25–34	94	22.2%			
	35–44	38	9.0%			
	Above 44	10	2.4%			
Brand experience	Vinamilk	215	50.7%			
	Viettel	209	49.3%			
Stereotype	L-Stereotype	236	55.7%			
	H-Stereotype	188	44.3%			

TABLE 2: Descriptive statistics

Reliability and validity

Reliability analysis confirmed the internal consistency of the data. A Kaiser-Meyer-Olkin (KMO) statistic of 0.906 prompted exploratory factor analysis using principal component analysis. The removal of items with low factor loading (CVO3, AVO3, IAB1, and PPR1) resulted in the merging of cognitive evaluation and affective evaluation of old brand into a single variable. "Cognitive-affective evaluation of old brand," and the combination of hypotheses H3 and H4 (named H3&4). While initially considered separate, cognitive and affective evaluations demonstrated alignment with Oliver's (Oliver, 1993) cognitive-affective framework for old brand evaluation. This model explained 77.71% of the variance.

Common method variance (CMV) was addressed across data sources and measurement items, including reliability, composite reliability (CR), average variance extracted (AVE), and discriminant validity (DV) (Chang et al., 2010). CMV was not unacceptable based on: Cronbach's alpha exceeding 0.85 (internal consistency), item loadings at or near 0.6, CR at or near 0.75 (construct reliability), AVE at or near 0.5 (convergent validity), and the square root of AVE exceeding inter-factor correlations (discriminant validity).

Table 3 shows the internal consistency of data, including items, mean, standard deviation, total correlation, and Cronbach's alpha of variables.

Table 4 presents the results of exploratory factor analysis, where variables of Cognitive evaluation and Affective evaluation of old brand are combined into a single variable (CAVO).

Table 5 demonstrates the CR, AVE, and DV.

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Variable	Item	Mean	Sd	Cronbach's alpha	Cor. item -Total correlation	Cronbach's alpha if the item deleted
IAB	IAB1	4.12	.902	.870	.689	.846
	IAB2	3.99	.856		.771	.815
	IAB3	3.79	.931		.696	.844
	IAB4	4.08	.891		.735	.828
ATB	ATB1	3.95	.934	.868	.722	.830
	ATB2	3.98	1.002		.762	.813
	ATB3	3.88	.935		.697	.840
	ATB4	3.96	.920		.696	.840
BA	BA1	3.96	.976	.906	.762	.888
	BA2	3.82	1.012		.798	.875
	BA3	3.86	1.001		.780	.881
	BA4	3.99	.972		.813	.870
CVO	CVO1	3.60	1.034	.862	.754	.804
	CVO2	3.65	.982		.804	.786
	CVO3	3.42	1.054		.511	.902
	CVO4	3.63	1.057		.788	.789
AVO	AVO1	3.71	1.076	.914	.842	.875
	AVO2	3.67	1.059		.879	.863
	AVO3	3.87	1.046		.670	.934
	AVO4	3.64	1.053		.834	.879
PLR	PLR1	3.87	.971	.876	.756	.832
	PLR2	3.71	.939		.693	.856
	PLR3	3.95	.913		.665	.866

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	PLR4	3.87	1.040		.823	.803
PPR	PPR1	3.83	1.017	.856	.723	.807
	PPR2	3.71	.976		.719	.808
	PPR3	3.76	.901		.563	.869
	PPR4	3.80	.959		.801	.773
PBB	PBB1	3.81	.875	.876	.687	.861
	PBB2	3.92	.862		.761	.831
	PBB3	3.87	.827		.735	.841
	PBB4	3.97	.832		.755	.834
PRS	PRS1	4.03	.858	.877	.700	.855
	PRS2	3.87	.869		.763	.831
	PRS3	3.97	.869		.703	.855
	PRS4	3.98	.896		.773	.827
<p>Sd = Standard error, IAB = Intention to accept new brand, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CVO = Cognitive evaluation of old brand, AVO = Affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy</p>						

TABLE 3: Reliability of variable

Variable	Item	1	2	3	4	5	6	7	8
CAVO	AVO2	.858	.161	.044	.029	.070	.112	.044	.082
	CVO2	.854	.179	.031	.090	.011	.051	.064	.053
	AVO1	.844	.206	.065	.092	.073	.083	.053	.096
	CVO4	.842	.197	.092	.029	.062	.015	.084	.026
	CVO1	.806	.164	.055	.102	.000	.000	.059	.020
	AVO4	.806	.151	.149	-.011	.106	.122	.062	.120
BA	BA2	.246	.787	.106	.234	.146	.132	.133	-.007
	BA1	.252	.771	.209	.070	.132	.180	.127	.077
	BA4	.322	.764	.098	.172	.146	.144	.177	.099
	BA3	.266	.751	.072	.216	.082	.165	.215	.057
PLR	PLR4	.087	.127	.815	.140	.229	.126	.169	.209
	PLR1	.053	.162	.793	.230	.152	.216	.072	.093
	PLR3	.150	.138	.682	.110	.215	.224	.145	.119
	PLR2	.115	.048	.655	.308	.230	.155	.058	.238
ATB	ATB3	.021	.105	.193	.788	.154	.172	.066	.176
	ATB1	.86	.198	.194	.695	.256	.164	.224	-.005
	ATB4	.134	.243	.126	.668	.118	.179	.270	.176
	ATB2	.042	.225	.357	.637	.135	.175	.319	.120
PRS	PRS4	.060	.135	.237	.145	.765	.231	.140	.147
	PRS2	.037	.147	.213	.233	.725	.325	.022	.146
	PRS3	.106	.164	.234	.117	.722	.194	.185	.138
	PRS1	.055	.075	.139	.190	.658	.337	.218	.154
PBB	PBB2	.125	.138	.091	.277	.243	.772	.051	.131
	PBB3	.075	.230	.214	.093	.218	.723	.189	.184

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	PBB4	.040	.189	.182	.220	.281	.710	.136	.146
	PBB1	.095	.114	.255	.096	.269	.708	.153	.041
IAB	IAB2	.112	.220	.208	.243	.152	.173	.786	.095
	IAB4	.151	.281	.115	.206	.267	.215	.703	.105
	IAB3	.078	.212	.115	.476	.148	.122	.627	.021
PPR	PPR3	.106	.028	.165	.032	.085	.179	.068	.844
	PPR4	.103	.139	.313	.244	.360	.114	.111	.660
	PPR2	.158	.074	.227	.361	.310	.147	.053	.603

TABLE 4: Factor analysis result

IAB = Intention to accept new brand, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CAVO = Cognitive-affective evaluation of old brand, AVO = Affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy

Variable	CR	AVE	IAB	ATB	BA	CAVO	PLR	PPR	PBB	PRS
IAB	0.750	0.5310	0.7083							
ATB	0.792	0.5468	0.6924	0.6993						
BA	0.852	0.6977	0.5885	0.5382	0.8353					
CAVO	0.933	0.5038	0.3065	0.2577	0.5357	0.7098				
PLR	0.827	0.5904	0.4970	0.5992	0.4305	0.2824	0.7684			
PPR	0.749	0.5017	0.4243	0.5379	0.3575	0.2991	0.6052	0.7083		
PBB	0.819	0.5163	0.5393	0.5629	0.4984	0.2693	0.5691	0.5200	0.7185	
PRS	0.810	0.4890	0.5482	0.5697	0.4456	0.2386	0.6106	0.5967	0.6945	0.6993

IAB = Intention to accept new brand, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CAVO = Cognitive-affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy. The number in the bold diagonal course is the square root of AVE.

TABLE 5: Validity test result

Hypothesis testing

Causal Effect

Multiple regression model was used to test the defined hypotheses. The testing results (p-value) were used to confirm support or non-support of hypotheses, aligning with our research arguments. However, contrary to our initial expectation of separate effects from cognitive and affective evaluations, the combined variable (“Cognitive-affective evaluation of old brand”) (H3&4) exhibited a significant negative impact on attitude. This indicates that a higher evaluation of the old brand correlates with a lower attitude toward the new brand, which echoes our argument.

Table 6 shows the hypothesis testing results with two parts: the left-top is for the causal effect of ATB on IAB (H1) and the right-bottom for H2 to H8. Both R-square and F values are reported.

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Ind. V.	Dependent variable								S/NS
	IAB				ATB				
ATB(H1)	β	t-v	p-v	VIF	β	t-v	p-v	VIF	S
	0.692	19.715***	<0.001	1.000					
	R ² = 0.479, F = 303.017								
BA(H2)	N/A				0.303	6.665***	<0.001	1.789	S
CAVO(H3 &4)					-0.087	-2.136**	0.033	1.441	S
PLR(H5)					0.248	5.176***	<0.001	1.984	S
PPR(H6)					0.172	3.799***	<0.001	1.870	S
PBB(H7)					0.125	2.471**	0.014	2.223	S
PRS(H8)					0.114	2.157**	0.032	2.425	S
R ² = 0.518, F = 74.542									
** p < 0.05, *** p < 0.001, S/NS = Supported/Not supported, VIF = Variance inflation factor, Ind.V. = Independent variable, Dep.V. = Dependent variable, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CAVO = Cognitive affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy									

TABLE 6: Results of hypothesis testing

Moderation Effect on Hypotheses

Stereotype: The moderation effects of Stereotype (H9) on hypotheses H2 through H8 are analyzed. Of the seven hypotheses tested, H2 (Brand attachment) and H5 (Perceived logo redesign) were not supported, while H3&4, H6, H7, and H8 were supported.

- (1) H2 and H5: Both High-Stereotype (H-Stereotype) and Low-Stereotype (L-Stereotype) groups showed strong significance (p < 0.001), consistent with the overall group, indicating no moderation.
- (2) H3&4: The overall group showed moderate significance (p = 0.033). However, the L-Stereotype group was insignificant (p = 0.372), and the H-Stereotype group showed slight significance (p = 0.057).
- (3) H7: The overall group and the H-Stereotype group showed moderate significance (p < 0.05), while the L-Stereotype group was insignificant (p = 0.442).

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(4) H6 and H8: The L-Stereotype group showed strong significance ($p < 0.001$), consistent with the overall group, while the H-Stereotype group was insignificant.

Table 7 shows that moderation effect of stereotype on H2 to H8. It reveals the results of overall samples ($n = 424$), low stereotype ($n = 236$), and high stereotype ($n = 188$) to conclude that H9 is partially supported.

Ind.V.	Dep.V.: ATB												S/PS/NS
	Total (N = 424)				L-stereotype (N = 236)				H-stereotype (N = 188)				
	β	t	p-v	VIF	β	t	p-v	VIF	β	t	p-v	VIF	
BA(H2)	0.303	6.665**	<0.001	1.789	0.250	4.187**	<0.001	1.966	0.360	5.003**	<0.001	1.751	NS
CAVO(H3&4)	-0.087	-2.136**	0.033	1.441	-0.049	-0.895	0.372	1.679	-0.117	-1.914*	0.057	1.272	S
PLR(H5)	0.248	5.176**	<0.001	1.984	0.225	3.611**	<0.001	2.143	0.279	3.677**	<0.001	1.945	NS
PPR(H6)	0.172	3.799**	<0.001	1.870	0.238	4.151**	<0.001	1.817	0.067	0.832	0.407	2.168	S
PBB(H7)	0.125	2.471*	0.014	2.223	0.052	0.770	0.442	2.490	0.184	2.372*	0.019	2.039	S
PRS(H8)	0.114	2.157*	0.032	2.425	0.236	3.388**	<0.001	2.692	0.008	0.099	0.921	2.282	S
$R^2 = 0.518, F = 74.542, p < 0.001$				$R^2 = 0.586, F = 54.073, p < 0.001$				$R^2 = 0.465, F = 26.176, p < 0.001$					
* $p < 0.1$, ** $p < 0.05$, *** $p < 0.001$, VIF = Variance inflation factor, Ind.V.= Independent variable, Dep.V.= Dependent variable, S/PS/NS = Supported/Partially supported/Not supported, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CAVO = Cognitive-affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy													

TABLE 7: Moderation test result for Stereotype (H9)

Brand experience: The moderation effects of brand (Vinamilk vs. Viettel) on H2 to H8 are disclosed. H2 (Brand attachment) and H5 (Perceived logo redesign) were not supported, while H3&4, H6, H7, and H8 revealed supported.

(1) H2: Both brands showed strong significance ($p < 0.001$), consistent with the overall group, indicating no moderation.

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(2) H5: The overall group and Vinamilk showed strong significance ($p < 0.001$), while Viettel showed moderate significance ($p = 0.001$), which was considered not supported because close to strong significance.

(3) H3&4: Viettel showed slight significance ($p = 0.096$), close to the overall group's moderate significance ($p = 0.033$), but Vinamilk was insignificant ($p = 0.625$).

(4) H6: Vinamilk showed strong significance ($p < 0.001$), consistent with the overall group, while Viettel was insignificant ($p = 0.796$).

(5) H7 and H8: Viettel showed moderate significance ($p < 0.01$ and $p < 0.05$, respectively), consistent with the overall group. Vinamilk was insignificant for both.

Table 8 shows the testing results of the moderation effect of brand on H2 to H8. It reveals the results of overall samples ($n = 424$), Vinamilk ($n = 215$), and Viettel ($n = 209$) to conclude that H10 is partially supported.

Ind.V.	Dep.V.: ATB												S/PS/NS
	Total (N = 424)				Vinamilk (N = 215)				Viettel (N = 209)				
	β	t	p-v	VIF	β	t	p-v	VIF	β	t	p-v	VIF	
BA(H2)	0.303	6.665**	<0.001	1.789	0.244	4.009**	<0.001	1.797	0.334	5.054**	<0.001	2.046	NS
CAVO (H3&4)	-0.087	-2.136**	0.033	1.441	0.026	0.490	0.625	1.412	-0.103	-1.673*	0.096	1.678	S
PLR(H5)	0.248	5.176**	<0.001	1.984	0.229	3.548**	<0.001	2.030	0.225	3.276*	0.001	1.903	NS
PPR(H6)	0.172	3.799**	<0.001	1.870	0.408	6.102**	<0.001	2.182	0.017	0.259	0.796	1.945	S
PBB(H7)	0.125	2.471*	0.014	2.223	0.027	0.400	0.690	2.141	0.209	2.775*	0.006	2.143	S
PRS(H8)	0.114	2.157*	0.032	2.425	0.000	-0.006	0.995	2.637	0.171	2.286*	0.023	2.306	S
R ² = 0.518, F = 74.542, p < 0.0001				R ² = 0.573, F = 46.478, p < 0.0001				R ² = 0.517, F = 36.015, p < 0.0001					
* p < 0.1, ** p < 0.05, *** p < 0.001, VIF = Variance inflation factor, Ind.V. = Independent variable, Dep.V. = Dependent variable, S/PS/NS = Supported/Partially supported/Not supported, ATB = Attitude toward new brand, BA = Brand attachment of old brand, CAVO = Cognitive affective evaluation of old brand, PLR = Perceived logo redesign of new brand, PPR = Perceived product/service redesign cues of new brand, PBB = Perceived benevolence of new brand, PRS = Perceived reoperation strategy													

TABLE 8: Moderation test result for brand experience (H10)

Implications and discussions

Theoretical Perspective

First, Hypothesis 1 was supported, demonstrating a significant link between customer attitudes and their intention to accept a new brand. This supports the RAT with previous arguments and findings (Heilbroner et al., 1980) and confirms its applicability in rebranding contexts for both Vinamilk and Viettel. This implies that attitude is a crucial predictor of behavioral intentions of acceptance, revealing that Vietnamese consumers’ decisions are significantly influenced by their attitudes toward these rebranded products/services.

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Second, Hypothesis 2 was supported, showing that strong brand attachment positively impacts customer attitudes toward a new brand. This aligns with research findings indicating that attachment, reflecting a sense of belonging, facilitates the development of trust and decision-making (Giral et al., 2025) (Shimul, 2022). Specifically, Vietnamese customers of Vinamilk and Viettel with strong brand attachment are more likely to positively receive the rebrand, echoing the arguments by Shimul (Shimul, 2022) and findings by Chen and Lu (Chen and Lu, 2024) that brand attachment significantly leads to purchase intention, loyalty, and familiarity. The finding also extends the argument by Beise-Zee (Beise-Zee, 2022) that when consumers feel a sense of continuity with a brand's intangible (e.g., values), tangible (e.g., products), and relational (e.g., customer service) resources, their brand attachment helps create a positive connection between its old and new iterations. This highlights the role of attachment in transferring positive attitudes from the old to the new brand offerings.

Third, while prior research suggests separate cognitive and affective influences on brand attitudes (Wu et al., 2023), our analysis reveals a combined negative impact of these evaluations on new brand attitudes (H3&4). This supports an integrated approach, aligning with social psychology research (Mandler et al., 2023) (Heinberg et al., 2020), which emphasizes the combined role of rational judgments and emotions. This alignment with Oliver's (Oliver, 1993) cognitive-affective framework provides a more robust theoretical explanation for why a high evaluation of the old brand negatively impacts the new brand attitude. Unlike brand attachment, which facilitates positive transference, this finding supports our argument that strong positive evaluations of the old brand hinder new brand acceptance with unknown risks. This implies that consumers' perceived switching costs contribute to increased perceived risk, which hinders new brand adoption. This insight raises important theoretical implications about how consumers think and feel about an old brand when their perceptions are moving towards a new brand identity.

Fourth, Hypotheses 5 and 6 were supported, demonstrating that perceived logo and product/service redesign cues positively influence new brand attitudes. This underscores the importance of visual and tangible elements in shaping Vietnamese consumer perceptions during rebranding. Successful redesigns, which directly impact customer opinions, are crucial for driving positive attitudes. Our findings extend beyond the sports industry (Williams and Son, 2022) to confirm the significance of these design cues in consumer livelihoods (Vinamilk) and communication (Viettel) industries in Vietnam.

Finally, Hypotheses 7 and 8 were supported, confirming that perceived benevolence and reoperation strategies positively influence new brand attitudes. This aligns with prior research showing a positive correlation between benevolence and attitude (Das et al., 2023) and the impact of rebranding strategies on customer attitudes (Joseph et al., 2021) (Collange and Bonache, 2015). This study extends these findings to the context of rebranding in brand management, demonstrating that Vietnamese consumers value a brand's genuine intent and customer-focused operations during rebranding. Brands such as Vinamilk and Viettel will likely see positive reactions when they demonstrate a strong commitment to customer satisfaction.

Practical Perspective

First, strong brand attachment significantly drives positive attitudes toward a new brand, indicating transferability. Both Vinamilk and Viettel should reinforce customer satisfaction and sense of belongings through testimonials and engagement, making customers feel valued in the brand transition. Implementing loyalty programs that reward continued support is also recommended. Highlighting informative details about the new brand can encourage re-engagement. For those with positive old brand perceptions, companies should showcase familiar continuity alongside high-quality information about new enhancements to reduce perceived switching risks, as cognitive-affective evaluation of old brand reveals negative effect. This approach mitigates change risks by assuring consumers of positive outcomes and valued elements. Effectively managing these perceptions can reignite interest and facilitate brand transfer.

Second, for customers drawn to appealing logo and product/service redesigns, Vinamilk and Viettel should create trendy, modern designs that align with development trends while retaining distinctive brand elements for reliability and memorability. Consistent integration of the new logo and product/service across all touchpoints will reinforce brand recall, strengthen new identity associations, foster positive attitudes, and enhance long-term engagement. Moreover,

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Vietnamese consumers highly value a brand's actions and plans during rebranding, emphasizing the need for well-considered strategies. Companies should align visual redesigns with a broader commitment to evolving customer needs and market trends. This approach, beyond aesthetics, reinforces consumer connection through relevance, trust, and responsiveness, which is crucial for long-term success and adapting to the competitive market while delivering unique value.

Finally, visual branding (logos, packaging) is vital for differentiation in the crowded market. Vinamilk and Viettel should invest in refining visual strategies, with Vinamilk prioritizing product/service redesign cues more. Both should ensure designs appeal to customer perceptions, strengthening brand identity and expectations. Particularly, Viettel should research logo resonance with its audience to inform design reflecting values and innovation. Emphasizing benevolence and strategic renewal aligns with telecom customers' expectations for goodwill and service improvement; marketing should highlight the benefits of strategic changes (better services, sustainability). In contrast, benevolence and strategic renewal likely have less impact on Vinamilk consumers' brand attitudes.

Moderation Effect

Stereotype: The moderator, stereotype, was divided into high and low groups (Table 7). Specifically, the effect of cognitive-affective evaluations of the old brand was significant only for high-stereotype consumers. This indicates that stereotypes act as cognitive-affective shortcuts, influencing expectations and evaluations. Consequently, individuals who hold strong negative self-perceptions (presumptuous, pretentious, intolerant) are more significantly influenced by their old brand evaluations when forming attitudes toward the new brand. This supports findings by Davvetas and Halkias (Davvetas and Halkias, 2019) that high-stereotype individuals are more sensitive to discrepancies between old and new brand identities. Thus, Vinamilk and Viettel should strategically manage old brand attribute communication during rebranding to meet the expectations of high-stereotype customers.

The perceived product/service redesign cues significantly influenced attitudes in the overall sample and low-stereotype consumers, but not in high-stereotype. Consequently, during rebranding Vinamilk and Viettel should customize their rebranding strategies, focusing on product/service redesigns for consumers with low stereotypical perceptions. For consumers with high stereotypical perceptions, an in-depth survey is recommended to identify their specific origin-related concerns. Moreover, the stereotype significantly moderated the effect of perceived benevolence on attitude, with a moderately significant impact observed solely within the high-stereotype group. This suggests that individuals with high stereotypical perceptions are particularly sensitive to brand intentions, care, and trustworthiness. Therefore, Vinamilk and Viettel should emphasize benevolent attributes, such as community involvement and customer care, to reduce uncertainty among this group and enhance their attitude toward new brands.

The perceived reoperation strategy significantly influenced attitudes in low-stereotype consumers, but not in high-stereotype. This aligns with finding by Halkias (Halkias, 2022), revealing that high-stereotype consumers are less receptive to functional enhancements. Vinamilk and Viettel marketers should customize strategies based on stereotypes for smoother transitions. For low-stereotype consumers, targeted communication bridging familiar and new elements is key; experiential workshops, social media, or community events can foster engagement. Investing in stereotype research and personalized communication will ensure a smooth transition, reinforce positive associations, and strengthen brand equity in Vietnam.

Brand experience: Overall, customer responses to two brands differ depending on the examined factors (Table 8). Notably, existing brand attachment (H2) proved resistant to influence from specific brands, underscoring the deeply ingrained and persistent nature of customer-company bonds. The cognitive-affective evaluation of the old brand (H3&4) moderately shaped attitudes toward the new brand for the entire sample and specifically for Viettel's customers, but not for Vinamilk. This suggests that Viettel's customer base tends to consider their perceptions of the old brand when evaluating new offerings. Therefore, Viettel should proactively communicate the connection between its established and new brand identities, leveraging the familiarity and trustworthiness of the former to facilitate acceptance of the latter. Conversely, Vinamilk's customers seem to evaluate new offerings more independently of the old brand's legacy, suggesting Vinamilk can likely introduce new brands without significant emphasis on this connection.

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The perceived logo redesign was not strongly moderated by brand experience. However, a significant discrepancy emerged: Vinamilk users showed a strong effect, while Viettel customers exhibited a moderate effect. Our findings suggest that both companies should prioritize the logo's ability to convey unique and significant messages. The product and service redesign cues significantly impacted Vinamilk but not Viettel. This underscores the vital role of visual elements in Vinamilk's rebranding process, emphasizing the need for a strong branding strategy for success. Vinamilk should prioritize visual components to enhance consumer engagement and brand acceptance. In contrast, the insignificance for Viettel suggests that product/service redesign cues are less critical for their customer base, implying that Viettel might achieve better results by focusing on other aspects that resonate more with their target market.

The benevolence (H7) and reoperation strategy (H8) had differing effects on attitudes toward the new brand based on the specific brand. Vinamilk consumers showed no significant impact, while Viettel consumers did. This implies that these factors are less influential for Vinamilk's customers during a rebrand, as product and service redesign cues (H6) are the key determinant, whereas Viettel's customers pay more attention to signals of goodwill and strategic renewal, possibly indicating higher expectations within the telecom and technology industries.

Limitations and Future Work

First, our research focuses on existing customers of Vinamilk and Viettel who purchased both old and new offerings. This narrows the scope of understanding broader consumer attitudes. While limiting findings to these companies, the implications may apply to similar Vietnamese industries. Future research should include diverse companies across distinct industries for a more nuanced understanding.

Second, studying Vinamilk and Viettel, despite their different sectors, could introduce bias due to Vietnamese customers' pre-existing familiarity, attachment, and loyalty. This may limit the applicability of findings to smaller companies in similar sectors. Moreover, our study conducted an empirical quantitative approach to explore reasons behind Vinamilk and Viettel consumer acceptance of rebranding. Future research could use qualitative methods on single cases in other sectors for deeper insights into brand transfer.

Finally, both brand attachment (viewing old and new brand elements as a cohesive whole) and cognitive-affective evaluation (which involves comparing old and new, potentially negatively) significantly influence how consumers perceive a new brand. However, brand attachment's impact remained consistent across different situations, unlike that of cognitive-affective evaluation. This raises questions about why these two factors behave differently, particularly considering aspects like loyalty and perceived value within brand attachment and evaluation, respectively. Future research should investigate the potential two-way relationship between brand attachment and brand evaluation to offer valuable insights for brand strategists.

Conclusions

By combining the RAT, AmT, and TMA, this research investigated rebranding acceptance in Vietnam, using Vinamilk and Viettel as empirical examples. Examining both old and new brand elements, both visible and less so, it offers theoretical and practical insights into why consumers accept new brands and the key factors influencing this. It emphasizes the need to consider visual aspects (logos) alongside intangible elements (benevolence, reoperation strategies) and the interplay between old and new brand perceptions during rebranding. This provides a more holistic approach for brand managers. The analysis of Vinamilk and Viettel offers suggestions for companies in or entering Vietnam on how consumers form attitudes toward rebranded offerings. Understanding these influential factors allows companies to tailor their rebranding strategies to the Vietnamese consumer base, thereby promoting smoother acceptance, reinforcing positive brand links, and ultimately strengthening their brand value in the Vietnamese marketplace.

Appendices

Appendix: Designed questionnaire

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Part one: Subject background (age, gender, experience)

Either brand is selected: Vinamilk or Viettel

Part two: Questions for variables

Intention to accept the new brand (IAB)

IAB1: I feel good about the new brand of the selected brand.

IAB2: I will surely be buying products/services from the new brand.

IAB3: I am likely to recommend products/services of the new brand.

IAB4: Overall, I will be willing to continue using the new brand.

Attitude toward new brand (ATB)

ATB1: I appreciate the offering from the new brand.

ATB2: The new brand is attractive and memorable

ATB3: The new brand is capable of conveying messages about their products and services.

ATB4: Overall, I find the new brand's offering a good choice.

Brand attachment (BA)

BA1: I am satisfied with both old and new brand.

BA2: I do belong to both old and new brand.

BA3: I will always consider both the established and the latest offerings from the selected brand.

BA4: Overall, I will feel confident using either the old or new brand.

Cognitive evaluation of old brand (CVO)

COV1: I think the old brand was a high-quality brand.

COV2: I will stay with the products/services of the old brand.

COV3: I understood the unique features of the old brand.

COV4: Overall, I relied on the old brand.

Affective evaluation of old brand (AVO)

AVO1: I feel comfortable whenever I use the old brand.

AVO2: I was always happy with the old brand.

AVO3: I was depressed with using the old brand (RQ).

AVO4: Overall, I always enjoyed using the old brand.

Perceived logo redesign of new brand (PLR)

PLR1: The logo redesign of the new brand looks stylish.

PLR2: The logo redesign of the new brand looks reliable.

PLR3: The logo redesign of the new brand produces memorable experience.

PLR4: Overall, the logo redesign of the new brand impresses me.

Perceived products/services redesign cues of new brand (PPR)

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PPR1: The products/services redesign of the new brand are fashionable.

PPR2: The products/services redesign of the new brand are of high quality.

PPR3: The products/services redesign the new brand are questionable (RQ).

PPR4: Overall, I like the products/services redesign of the new brand.

Perceived benevolence of new brand (PBB)

PBB1: The products/services of the new brand constantly maintains innovative.

PBB2: The products/services of the new brand are continually searching for what consumers need and want.

PBB3: The products/services of the new brand are doing their best to satisfy their consumers.

PBB4: Overall, the products/services of the new brand always keep updated with consumers' preferences.

Perceived reoperation strategy of new brand (PRS)

PRS1: The reoperation strategy of the new brand is clear and innovative.

PRS2: The reoperation strategy of the new brand meets consumers' expectations.

PRS3: The reoperation strategy of the new brand is easy for consumers to follow.

PRS4: Overall, I appreciate the reoperation strategy of the new brand.

Stereotype type (ST)

ST1: I am a presumptuous consumer hardly accepting new brands.

ST2: I am a pretentious consumer always favoriting the chosen brands.

ST3: I am an intolerant consumer not opening to alternative brands.

Additional Information

Author Contributions

All authors have reviewed the final version to be published and agreed to be accountable for all aspects of the work.

Concept and design: Chien-Hsing Wu, Vuong Mai Tram Pham

Acquisition, analysis, or interpretation of data: Chien-Hsing Wu, Vuong Mai Tram Pham

Drafting of the manuscript: Chien-Hsing Wu, Vuong Mai Tram Pham

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Supervision: Chien-Hsing Wu

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Human subjects: Consent was obtained or waived by all participants in this study. N/A issued approval N/A. The research utilized an online questionnaire to collect data from participants who self-selected a brand and answered questions. There is no identifying information that appears in the article. . **Animal subjects:** All authors have confirmed that this study did not involve animal subjects or tissue. **Conflicts of interest:** In compliance with the ICMJE uniform disclosure form, all authors declare the following: **Payment/services info:** All authors have declared that no financial support was received from any organization for the submitted work. **Financial relationships:** All authors have declared that they

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Data Availability Statements

The datasets (and/or code) supporting this study are available from the corresponding author upon reasonable request.

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