



Intrapreneurship And Business Performance In Supporting Rebranding: A Case Study Of Day With Dya

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ABSTRACT

A medium-sized business from Bandung, Indonesia, namely Day with Dya brand, which has been operating since 2017, has experienced failure in its business journey and then decided to carry out a gradual rebranding in 2023. This study aims to examine the relationship between intrapreneurship and business performance in supporting the rebranding of Day with Dya. This study uses a qualitative description (QD) method that can discuss the learning journey and descriptions of experiences involving interviews with the owner of Day with Dya named Datu Adrian discussing the case study of Day with Dya rebranding according to intrapreneurial behavior and the impact on the business performance side. Document analysis was also carried out from visual sources, such as photos and videos via Instagram. The results of the study confirmed that the rebranding of the medium-sized business brand Day with Dya was supported by intrapreneurship in running its business, which could improve its brand performance.

INTRODUCTION

The fashion industry is a dynamic sector and plays an important role in the city's economy (Zehir et al., 2024). In Bandung City, Indonesia, the creative industry including the fashion industry is a dynamic contributor to economic development (Juminawati et al., 2024). Amidst tight competition, a medium-sized business from Bandung, namely Day with Dya brand, which has been operating since 2017, is faced with the challenge of continuing to innovate and strengthen its position in the market.

During his business journey, he experienced failure and then decided to carry out a gradual rebranding in 2023. The biggest failure that triggered the rebranding was when Day with Dya's revenue did not grow or even decreased. Rebranding is an important driver in modern marketing strategies that can be successful if communicated properly to the public (Fijałkowska et al., 2023).

Brand Day with Dya offers women's fashion products, realizing that to stay relevant, there needs to be adjustments and updates in its business approach (Keller et al., 2020). In this context, intrapreneurial behavior has strategic importance for organizational performance, it

must include the recognition/exploitation of opportunities, networks, and perceptions of the employee's own abilities, skills, knowledge, and past experiences (Neessen et al., 2019). According to Babić et al., (2021) through intrapreneurship strategies, employees can use their entrepreneurial skills for the benefit of the company and the employees, such as creating ideas, carrying out innovative efforts, experimenting, gaining access to financial resources and other resources to drive change and innovation results.

Previous studies have discussed a lot about the influence of intrapreneurship on business performance (Verreynne & Meyer, (2007), Criado-Gomis et al., (2018), Aina & Solikin, (2020), Babić et al., (2021), Divakara, & Surangi, (2021) and (Nuryanti & Hanifah, 2022). Previous studies also only discussed the influence of rebranding on business performance (Zhao, (2018), Nana et al, (2019), and Makedon et. Al., (2020). Therefore, researchers are interested in discussing the relationship between intrapreneurship and business performance in supporting the rebranding of Day with Dya.

Business performance is the potential that a company has to adapt to the business environment that follows changes in the market environment and can determine how a business is said to be successful (Nuryanti & Hanifah, 2022). By understanding how these strategies are implemented and their impact on business performance, it is hoped that best practices can be identified that can be adopted by other fashion brands.

LITERATURE REVIEW

Intrapreneurship is a process where employees recognize and utilize opportunities with an innovative, proactive and risk-taking attitude, so that organizations can create new products, processes and services, initiate self-renewal, or start new businesses to improve the competitiveness and performance of the organization (Neessen et al., 2019). According to Hernández-Perlines et al., (2022) there are 2 orientations of intrapreneurship, the first is a high-level factor where employees show initiative, develop innovation, and take certain risks for the company, while the second type focuses on the results of intrapreneurship, analyzing employee participation in the organization's intrapreneurial activities.

Intrapreneurship provides an opportunity for employees to innovate, be creative in showing their own conditions and achievements, an intrapreneur will have a strong vision and commitment so that they can work earnestly to advance their company, speak with actions and results so that the workplace will be like their own organization, and can be a conversation partner and discussion for the company owner (Aina & Solikin, 2020). Intrapreneurial strategy describes the independent behavior of innovative employees encouraged and sponsored by top management to experiment and take risks, for example product or service ideas (Verreynne & Meyer, 2007).

Intrapreneurship has a proactive dimension with indicators of new product creation, a dimension of innovation idea creation with indicators of personal initiative assertiveness, a dimension of risk taking with indicators of risk taking, tolerance for failure, a dimension of opportunity recognition and internal or external networks with indicators of internal bonding networks, external connecting networks, boundary spanning, scouting (Neessen et al., 2019). There are 3 ways to measure intrapreneurship: the first refers to entrepreneurial orientation based on three variables: proactive, risk-taking, and innovation; the second way is by using only one indicator such as intrapreneurial production; the third way is employee behavior that involves creating new businesses and/or implementing strategic corporate renewal (Hernández-Perlines et al., 2022).

The changes that occur when running intrapreneurship are from the business performance side. Business performance is defined as an output construction, having an economic performance dimension with indicators of revenue, product range, profitability,

productivity, cash flows, exports, ICT expenditure, a social performance dimension with indicators of job positions, flexible work, training, ICT capabilities, ICT use, and social contribution, as well as environmental performance with indicators of focus (Abeysekera, 2023). According to Criado-Gomis et al., (2018) Business performance can be measured through market share, sales income, new customer acquisition and customer sales growth, measured profitability, return on investment (ROI), return on sales (ROS) and the achievement of financial goals.

One way to change a business is by rebranding. Rebranding is a reactive or proactive step that will renew a company's customer-based brand equity and outperform competitors (Zhao, 2018). Many other terms are used to refer to rebranding such as brand revision, brand repositioning, renewal, makeover or reinvention, or defining it as the need to change some or all of the tangible and intangible attributes of a brand as well as the need to change the organization and its employees internally, not just its visual identity (Marques et al., (2020). The dimensions of rebranding are brand identity change with indicators of revisions to a brand's name or visual elements (symbol, design, logo), and the dimensions of brand strategy change with indicators of revising the brand positioning, redefining brand values and promises, updating brand architecture, targeting new customers (Zhao, 2018).

A culture of innovation achieved through intrapreneurial initiatives can lead to significant organizational development in terms of firm performance, innovation, profitability, and competitiveness (Baruah & Ward, 2015). Intrapreneurship strategies help organizations achieve strategic goals to find innovation and leverage competitive advantages in achieving their goals and objectives (Guvén, 2020). Intrapreneurship stimulates the effects of organizational growth related to savings, productivity and efficiency of internal organizational operations (Divakara, & Surangi, 2021). According to Friana & Indriana (2015) intrapreneurship has an effect on company performance. Rebranding has become a very important strategic tool for companies that want to succeed in an increasingly competitive business world (Nana et al, 2019). The effectiveness of a company in rebranding can be interpreted as the ability of the management system to achieve the target value of its effectiveness indicators (Makedon et. Al., 2020). The business performance effect of rebranding can be measured using sales volume as a performance metric (Keller et.al., 2020).

METHODS




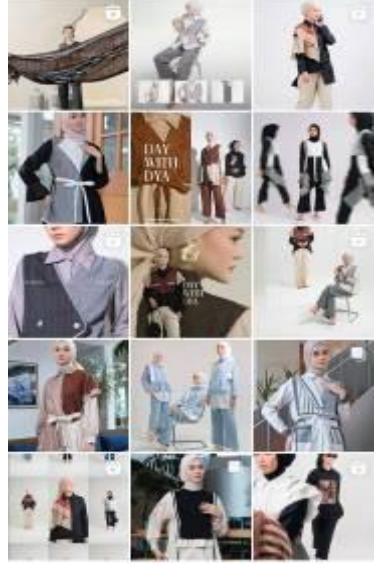
This study uses a qualitative description (QD) method that can discuss the learning journey, emphasizing direct, rich descriptions of experiences and events that allow flexibility in theoretical approaches (Hall & Liebenberg, 2024). Features and techniques of qualitative description strategy are data collection that usually involves individual interviews and/or focus groups with minimally structured or semi-structured interview guides (Kim & Bradway, 2017). The data collection method was carried out by means of in-depth interviews with the owner of Day with Dya brand named Datu Adrian who discussed the case study of Day with Dya rebranding according to the intrapreneurial behavior. Also discussing the managerial effectiveness and economic performance of the business before and after the rebranding (Makedon et. Al., 2020). This study also uses document analysis from visual sources, such as photos, videos via Instagram (Morgan, 2022).

RESULTS AND DISCUSSION

The results of interviews and data regarding the rebranding carried out by Day with Dya brand according to its dimensions and indicators (Zhao, 2018 & Marques et al., 2020) are summarized in Table 1 below.

Table 1 Components OF Brand Day WITH Dya Before AND After Rebranding

Dimension	Indicator	Rebranding	
		Before	After
Brand identity change	Revisions to a brand's name	Dya	Day with Dya

Dimension	Indicator	Rebranding	
		Before	After
Brand identity change	Revisions to visual elements (logo)		
	Revisions to visual elements (design)		
Brand strategy change	Revising the brand positioning	Positioning is not strong because no research was done	Conducting research by distributing questionnaires and using the tagline "Confidence in modesty, and effortlessly confident"
	Redefining brand values and promises	To become a fashion brand that focuses on growing profits and expanding the market by offering quality products at affordable prices.	Becoming a brand that is loved and inspires every woman in the world, to be more confident with modest fashion outfits.
	Updating brand architecture	Separate brand names for plus size products and shoes	Using the same brand name for plus size products and shoes
	Targeting new customers	Women, Age 18-25 years, daily wear	A young mother who has a modest appearance, has a toddler, limited time, and has problems with changing body shape.

Dimension	Indicator	Rebranding	
		Before	After
Brand strategy change	Targeting new customers	Not doing research	Distributing questionnaires to consumers
	Renewal	30-40 models per month	10-15 models per month
		Tends to be less proactive	Be more proactive in providing input and new ideas such as in the digital applications used.
	Reinvention	Just create regular content	Creating animations and collaborations with large capital
		Revenue before rebranding was not measurable	After rebranding, revenue continues to grow and is planned
		Not paying attention to productivity, just focusing on getting the job done.	In addition to completing work, there must be improvements by conducting productivity evaluations and planning every month.
		Employee recruitment from closest acquaintances	Opening general job vacancies and conducting interviews.
		Supplier of materials from closest acquaintances	Reach a wider range of suppliers for price comparison

Source: Processed by author

The first Brand Day with Dya identity change was revisions to a brand name, previously named Dya, then changed to Day with Dya, including personal initiatives, because through intrapreneurship, new and fresh ideas can be consistently generated (Aina & Solikin, 2020). Then, revisions to visual elements of logos and designs including Idea creation in intrapreneurship, because intrapreneurs are people who take direct responsibility for creating innovation in any form in an organization (Divakara, & Surangi, 2021). Revisions to visual elements, namely design, provide flexible work in business performance for designer and content creator employees to develop their creativity, because employees can take on the role of intrapreneurs to pursue innovative ideas for good performance (Abeysekera, 2023).

The first Brand Day with Dya strategy change was revising the brand positioning which was previously not strong enough because it did not conduct research to conducting research and using the tagline "Confident in modesty, and effortlessly confident". This action is included in assertiveness in intrapreneurship, because in order to survive and succeed, organizations need to overcome it by continuously trying to develop their products, services, and business models to maintain a competitive advantage (Keller et.al., (2020). Second, redefining brand values and promises, before rebranding Day with Dya wanted to be a fashion brand that focused on growing profits and expanding the market by offering quality products at affordable prices, after branding wanted to be a brand that was loved and inspired every woman in the world, becoming more confident with modest fashion outfits, this is also included in assertiveness in intrapreneurship in line with what Rivera, (2017) stated, taking advantage of opportunities

generated by the pace of external change and turning those opportunities into a path to growth for the organization.

The next Brand Day with Dya strategy change is updating the brand architecture, before rebranding separating the brand from other products, namely products for plus size and shoes. After rebranding Day with Dya uses the same brand name for plus size and shoes products, this action includes risk-taking in intrapreneurship, because uniting them under a common brand name is expected to have positive consequences with increased brand strength and better marketing mix effectiveness (Keller et.al., (2020). Day with dya targets new customers in the brand strategy change. Before rebranding, the target market was women, aged 18-25 years, for daily wear. After rebranding, the target market was young mothers who looked modest, had toddlers, limited time problems, and had problems changing body shape. This includes assertiveness in intrapreneurship, and social contribution in business performance, this can be achieved because employees are conditioned to improve conventional ways of thinking by motivating them to be able to create new ideas for the company by utilizing company resources or creating completely new products (Aina & Solikin, 2020). In targeting new customers before rebranding did not conduct research, after rebranding conducted research by distributing questionnaires to customers, this action includes Intuitive in intrapreneurship and ICT use in business performance to process data from research results. This is because there is a drive to produce and develop entrepreneurial ideas (Alpkan, et al., 2010).

Brand Day with Dya strategy change with renewal dimension is producing 30-40 models per month before rebranding, after rebranding producing 10-15 models per month, to make it easier to find best-selling products that will be restocked. This action includes the creation of new processes in intrapreneurship, which is in accordance with the job position of designer employees in business performance, in line with what Makedon et. Al., (2020) stated that the effectiveness of rebranding is achieved when the management system's ability to achieve the target value of its effectiveness indicators. In the renewal dimension, Day with Dya employees before rebranding tended to be less proactive, after rebranding they were more proactive in providing input and new ideas such as in the digital applications used. This action is included in personal initiative in intrapreneurship and proactive in the use of digital applications including ICT use in business performance. This is because intrapreneurs deliberately seek growth opportunities, create new customer value, and lead the way to operationalize the new business (Rivera, 2017).

Brand Day with Dya strategy change with reinvention dimension, before rebranding only creating regular content, after rebranding creating animations and collaborations with large capital. This is included in the risk-taking indicator in intrapreneurship and includes ICT use in business performance, because for the success of the company, there needs to be complementary collaboration between company lines so that the company is able to master dynamic changes (Aina & Solikin, 2020). Second, before rebranding, revenue was not measurable, after rebranding, revenue continued to grow and was planned. This includes the tolerance of failure indicator in intrapreneurship and includes the revenue indicator in business performance, with intrapreneurship, you can find out how its role is in the company's performance, which can be described from the company's profitability level and the company's growth rate (Aina & Solikin, 2020). Third, before rebranding, they did not pay attention to productivity, only focused on completing work. After rebranding, apart from completing work, there must be an increase by evaluating productivity and planning every month. This includes the tolerance of failure indicator in intrapreneurship and the productivity indicator in business performance. This is because according to Hernández-Perlines et al., (2022) intrapreneurship has special relevance for business development. Fourth before rebranding employee recruitment from closest acquaintances. After rebranding Day with Dya opens job vacancies in general and conducts interviews. Fifth before rebranding material suppliers from closest acquaintances, after

rebranding reaches out to wider suppliers for price comparisons. The fourth and fifth actions include resource acquisition indicators in intrapreneurship (Neessen et al., 2019).

CONCLUSION

This study aims to examine the relationship between intrapreneurship and business performance in supporting the rebranding of Day with Dya. The explanation of each rebranding action taken by Brand Day with Dya starting from brand identity change then brand strategy change shows the results that the rebranding of medium-sized businesses brand Day with Dya is supported by intrapreneurship in running its business, this can improve its brand performance.

This study still has limitations that need to be improved for further research. First, it does not display the financial report data of Day with Dya Medium Enterprises before and after rebranding. Further research can be more specific in explaining each business performance indicator with the company's financial report that is clearly stated. In order to complete and strengthen the research results that rebranding steps that are in accordance with intrapreneurship indicators can improve business performance.

SUGGESTION

Based on the conclusion above, the medium-sized business brand Day with Dya needs to provide training that studies the implementation of intrapreneurial skills for each division. Such as creative workshops to maintain and increase employee innovation. And it is necessary to provide awards for new ideas proposed by employees, so that employees are more motivated for the progress of the company.

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