



## Efforts to Rejuvenate the Visual Identity of State-Owned Enterprises: Barata Indonesia Based on Gestalt

Jovan Putra Jaya Telaumbanua<sup>1,\*</sup>), Andreas James Darmawan<sup>2</sup>

Visual Communication Design Study Program, Jakarta International University, Jakarta, Indonesia<sup>1,2</sup>  
jovan23@jiu.ac.id<sup>1,\*</sup>), james.dar@jiu.ac.id<sup>2</sup>

### *History:*

Submit : February 28, 2025

Review : March 29, 2025

Publish : April 30, 2025

### *Keywords:*

Logo Redesign, Visual Identity, Company Branding.

### ABSTRACT

Visual identity change is an important aspect of a company's branding strategy to maintain competitiveness and relevance in an ever-evolving industry. Barata Indonesia, as a manufacturing and infrastructure company, redesigned its logo to reflect the company's transformation and future vision. The urgency of this research lies in the company's need to have a more modern, flexible visual identity that is in line with its corporate values. This research uses a qualitative descriptive method with a case study approach. Analysis was conducted on old and new design elements, as well as evaluation of stakeholder acceptance through surveys and interviews. This study aims to provide new enthusiasm and increased commitment to the company's image in the eyes of the public, especially in terms of visual appeal and professionalism. The results of the study show that the new logo is more adaptive to various media, has higher visual appeal, and is able to strengthen the company's professional image. In addition, acceptance of the new logo tends to be positive. The majority of respondents stated that this change increased the perception of the company's innovation and credibility. This positive response shows that rebranding can be an effective strategy in building better relationships with stakeholders. The impact of this research not only helps Barata Indonesia in strengthening its branding and maintaining relevance in its industry, but also provides insight for other companies in implementing effective rebranding strategies to remain competitive in a dynamic market.

## 1. Introduction

Visual identity has a huge influence on the growth of a state-owned company. With a good identity, a state-owned company can gain public trust through an attractive visual identity design (Kapferer, 2012). Visual identity is also one of the main factors in building a company's perception and credibility (Wheeler, 2017). This can certainly improve the performance of state-owned companies in increasingly tight industrial competition.

In an effort to design a visual identity, one of the approaches used is the gestalt principle. The gestalt principle (figure ground, similarity, proximity, closure, continuity), can create more interesting and interactive visuals for the audience (Arnheim, 1974). By using this principle, the elements in the design can be arranged in such a way as to form a more cohesive and easily recognizable perception by the

public (Ware, 2012). The application of the gestalt principle in visual identity also helps increase brand recall and association in the minds of consumers (Utomo, 2024).

One example of successful logo rebranding can be seen from the transformation carried out by PT Telkom Indonesia in 2013, where the company changed its logo to a simpler and more modern design to reflect the shift towards digital services. The results of the rebranding succeeded in increasing Telkom's perception as an innovative company and strengthening its position in the national and international telecommunications market (Telkom Annual Report, 2014). When compared to Barata Indonesia's rebranding efforts, a similar approach is seen in the application of more minimalist design principles, the use of strong but simple visual elements, and a focus on building an image as a company that is adaptive to industry changes. Like Telkom, the success of Barata's rebranding is highly dependent on the consistency of the application of the new identity and the effectiveness of the communication strategy to educate the public about the meaning and new direction of the company.

Based on the 2024 Indonesia Manufacturing Center (IMC) report, as many as 78% of manufacturing companies in Indonesia reported that visual identity rejuvenation contributed directly to increasing their brand awareness in the last two years. In addition, around 65% of companies that invested in strengthening visual identity experienced an average increase of 15% in customer loyalty and a 12% increase in business collaboration opportunities (IMC, 2024). This data shows that amidst increasingly fierce industrial competition, visual identity is not just a cosmetic element, but a strategic factor that has a real impact on the growth and sustainability of companies, including in the manufacturing sector such as PT Barata Indonesia.

PT Barata Indonesia itself faces significant challenges in financial and operational matters until 2024, which has an impact on declining trust in the company's image (Ministry of State-Owned Enterprises, 2023). In addition, this company is also not well known in the wider community, so its existence is weakening over time (Putri & Santoso, 2021). In a situation like this, rejuvenating the visual identity is a strategic step to increase the company's visibility and competitiveness in a competitive market (Darmawan, 2024).

This study discusses the process of redesigning the visual identity for the Barata Indonesia company to trigger new enthusiasm in running its operations. This visual identity will be packaged in a complete guide that includes logo philosophy, identity attributes, to mock-ups of visual identity applications on various media (Landa, 2010). With the rejuvenation of the visual identity based on gestalt, it is expected that PT Barata Indonesia can build a more professional and competitive image in the future (Henderson & Cote, 1998).

## 2. Research Method

This study uses a qualitative method with a descriptive writing style and uses a purposive sampling data collection method that aims to provide solutions to the BUMN company, namely 'Barata Indonesia'. The data collection technique used in this study is the author's team's observation of the company's credibility problems with visual identity & systematic design science and using literature studies from various references and existing research. For this reason, this study will refer to the following diagram:

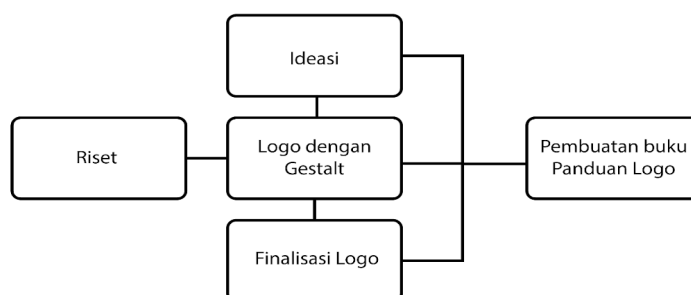


Figure 1. Research Method (Source: Author's Work)

The chart shown shows the logo design process flow, starting from the Research stage and continuing to Ideation, Logo with Gestalt, Logo Finalization, and finally the Logo Guide Book. Each stage plays an important role in ensuring that the logo created has a strong conceptual foundation and effective visuals. As explained by Wheeler (2017), "Logo design is the process of strategically creating a visual identity that communicates the essence of a brand." By understanding the Gestalt principles in logo design, designers can create an identity that is more easily recognized and has strong visual appeal.

In addition, purposive sampling was conducted by selecting informants who have direct relevance and expertise to the topic of visual identity and the situation of the Barata Indonesia company. The selected informants include professional graphic designers, brand identity specialists, and manufacturing industry experts who understand the branding challenges in the sector. The literature study focused on the latest sources that discuss visual identity design based on gestalt principles and brand revitalization in the context of visual identity. The selection of data sources aims to obtain in-depth and relevant insights that support the accuracy and precision of the design solutions offered in the study.

After the initial research and ideation process, the logo design is finalized before entering into the creation of a brand guide or Logo Guide Book. This is in line with the opinion of Ambrose and Harris (2011) who stated that "A style guide ensures consistency and maintains the integrity of the brand's visual identity across different platforms." This guide serves as a reference for designers or other parties who use the logo to remain consistent in various applications. Thus, the systematic workflow in this chart reflects a professional approach in creating an effective and functional logo.

### **3. Discussion and Discussion Results**

#### **3.1 Analysis & Research**

In the research stage, research was conducted to collect relevant information related to the Barata Indonesia logo design. The data collected includes current design trends, brand identity, and references from competitors to understand how visual elements can affect a company's image. According to Wheeler (2017), a logo design must be able to reflect the essence of a brand and create an emotional connection with its audience. Therefore, an analysis was conducted on various factors such as typography, color, and shape used in the manufacturing industry and similar companies at the national and international levels. For example, heavy industry companies such as Siemens and General Electric use logos that are simple but have strong characters, emphasizing professionalism and reliability. This is in line with research conducted by Henderson and Cote (1998), which states that logos with simple but unique designs have higher memorability and are more effective in building a strong brand image. By understanding the characteristics of logo designs from similar companies, this research process can provide broader insights into creating logos that are not only aesthetic but also functional and relevant to the industry in which Barata Indonesia operates.

The author tries to redesign the Barata Indonesia logo with the aim of increasing the company's credibility through a more modern and professional design approach. In the industrial world, an effective logo is not only a visual identity but also functions as a representation of the company's values and reputation (Kapferer, 2012). An outdated or unattractive logo can give the impression that the company is not keeping up with the times, thus reducing the level of trust of customers and business partners. Therefore, this logo redesign focuses on design elements that reflect innovation, reliability, and strength, which are the main pillars in the manufacturing industry. For example, many large companies such as Shell and Ford have gradually updated their logos to stay relevant without losing their basic identity. A study by Walsh et al. (2010) shows that logo changes carried out with the right strategy can increase the perception of professionalism and competitiveness of the company. By considering these aspects, the Barata Indonesia logo redesign aims to not only update the visual aesthetics but also strengthen the brand's position in the industrial market.

In an effort to clarify the stages in this research, a workflow diagram was prepared that describes each

main step, starting from Problem Identification, Data Collection (through observation, literature study, and purposive sampling), Visual Analysis and Brand Positioning, Logo Concept Design based on Gestalt Principles, Design Development and Finalization, to Logo Guide Book Creation as a standard documentation of the new visual identity. This diagram is not only placed at the end of the document, but is also displayed at the beginning of the research methodology to provide readers with a comprehensive overview of the systematic and continuous process, so that each stage can be understood in context and its relevance in building a visual solution for Barata Indonesia.

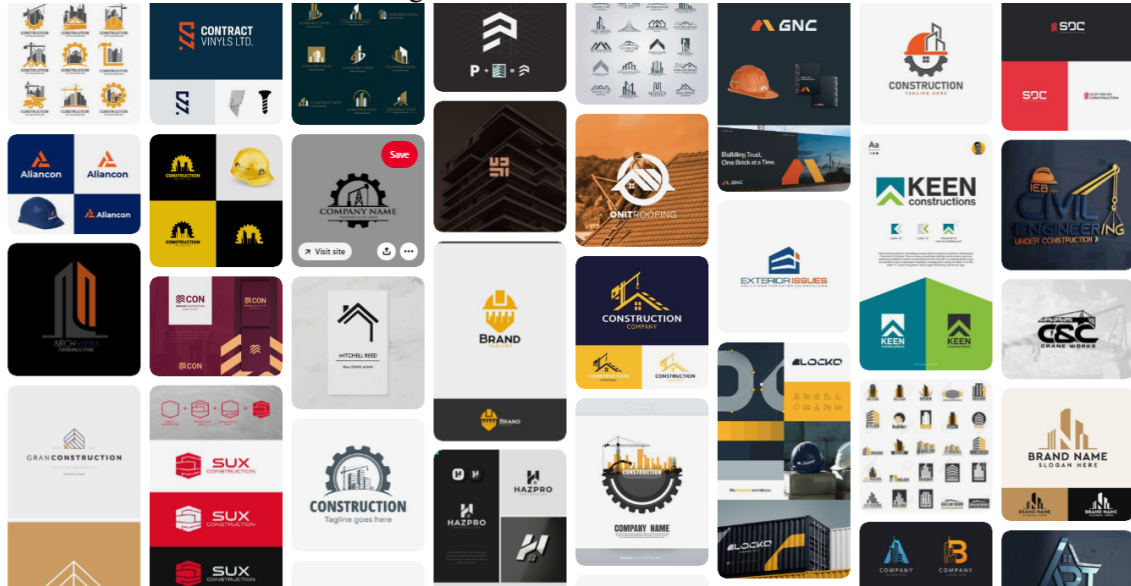


Figure 2. References for construction company logos (Source: pinterest.com)

The image shown is a collection of logo design references used in the redesign process of the PT Barata Indonesia (Persero) logo. These visual references were collected to understand design trends in the construction and manufacturing industry, including the use of shapes, colors, and typography that are commonly used in branding companies in this sector. In logo design, searching for references is a very important initial step to ensure that the resulting design is not only original, but also relevant to the brand identity and easily recognized by the target audience (Wheeler, 2017). From this image, it can be observed that most construction industry logos use elements such as buildings, gears, project helmets, and bold geometric lines, which reflect stability, strength, and innovation in the fields of engineering and engineering. The choice of colors in the references is also dominated by blue, yellow, black, and red, which are psychologically associated with trust, courage, and resilience (Henderson & Cote, 1998). By reviewing these various references, designers can gain insight into how to compose visual elements that are not only aesthetic but also have strong readability and meaning, so that Barata Indonesia's new logo still reflects the company's identity but with a more modern approach that is relevant to current industrial developments.



Figure 3. Barata Indonesia Logo (Source: barata.id)

The old logo of PT Barata Indonesia (Persero) that is displayed reflects the company's identity that has been used for a long time before the redesign process. This logo has italic typography with a dominant blue color, showing a dynamic and professional impression. In the context of branding, the selection of colors and shapes in a logo plays a major role in building public perception of the company, where errors in visual elements can have an impact on the impression that is not in accordance with the company's core values (Henderson & Cote, 1998). Therefore, the logo redesign process is a strategic step that aims

to improve the company's image to be more modern, in line with industrial developments, and more effective in attracting the attention of a wider target audience, especially nationally.

### 3.2 Design Concept Ideation

The ideation stage involves brainstorming and exploring creative ideas based on previous research results related to good visual identity for the Barata Indonesia company. Brainstorming is an important process in logo design because it allows exploration of various concepts that can represent the character and core values of the company (Brown, 2009). In the context of Barata Indonesia, brainstorming is done by considering visual elements that reflect the manufacturing and engineering industries, such as solid geometric shapes, industrial colors such as blue or gray, and strong and bold typography. According to Lidwell, Holden, and Butler (2010), effective brainstorming in visual design must be based on data and market research so that the results are not only creative but also relevant to the target audience. Therefore, at this stage, various design approaches are analyzed, including technical symbol-based logos, modern sans-serif typography, or even a minimalist approach that displays the company's initials in a more contemporary style. With extensive exploration through brainstorming, designers can find the most appropriate concept to effectively communicate Barata Indonesia's identity to stakeholders and the public.

The resulting idea will be developed by considering the principles of design and visual psychology to ensure that the logo created can function optimally as a corporate identity. Design principles such as balance, proportion, and contrast are applied so that the logo has a harmonious and easily recognizable structure (Wheeler, 2017). In addition, the aspect of visual psychology is very important in determining how the logo will be received by the audience. For example, the color blue is often associated with trust and professionalism, while geometric shapes give the impression of stability and reliability (Graham, 2011). In the case of Barata Indonesia, considering the combination of appropriate shapes and colors can enhance the perception of the brand as a strong and innovative manufacturing company. A study by Hagtvedt and Brasel (2017) also shows that effective logo design not only strengthens brand identity but also increases customer loyalty. Therefore, the development of logo ideas does not only refer to the aesthetic aspect, but must also consider how the design can create an emotional connection with the target market and strengthen the company's positioning in its industry.

In this section, several sketches and alternative logo concepts that are potentially suitable for Barata Indonesia's personality will be presented and analyzed to determine the best choice. This process involves creating various logo variants with different approaches, such as industrial symbol-based logos, typographic logos, or a combination of both. Initial sketches serve to explore various visual possibilities before selecting one concept to be developed further (Ambrose & Harris, 2011). The analysis is carried out by considering aspects of readability, flexibility, and relevance to the company's core values. For example, a study by Van der Lans, Pieters, and Wedel (2011) showed that logos that have simple and easily recognizable shapes are more effective in building a strong brand identity. Thus, the process of evaluating sketches and alternative logos will help ensure that the chosen design is not only visually appealing but can also function well in various media, from official documents to digital applications.



**Figure 4.** Alternative Sketch and Vectorization of Barata Indonesia Logo (Source: Author's Work)

This image shows the exploration of logo concepts for PT Barata Indonesia (Persero) involving various visual approaches in creating a strong brand identity. This exploration includes various forms, from modified typography to geometric symbols that reflect the company's values and characteristics. In the logo design process, the exploration phase is an important step to produce various alternatives that can be evaluated based on aesthetics, readability, and relevance to the company's identity (Landa, 2018). Some of the logos in the image use a minimalist approach with simple shapes. This exploratory approach aims to find the best visual solution that is not only aesthetic but also able to communicate the essence and values of the brand effectively.

### 3.3 Application of Gestalt Principles in Logo Design

The logo design refers to Gestalt theory, which focuses on how visual elements can form a strong and coherent perception. Gestalt theory in graphic design emphasizes that humans tend to perceive objects as a whole rather than as a collection of separate parts (Wertheimer, 1923). This is the basis for designing an effective logo, where elements such as shape, color, and negative space are used to create a clearer and more memorable impression. For example, the logos of large companies such as WWF and FedEx have successfully utilized Gestalt principles in their designs, allowing audiences to quickly recognize the brand identity through the arrangement of simple yet meaningful visual elements (Lidwell, Holden, & Butler, 2010). In the context of the Barata Indonesia logo, this theory is applied to ensure that the design elements are not only harmonious but can also convey the company's identity effectively. By using this approach, the resulting logo is expected to provide a professional and highly memorable impression, in line with the branding goals carried by the company.

The author uses the Gestalt closure principle in the process of creating the Barata Indonesia logo to create a simple yet attractive and easily recognizable design. The principle of closure in Gestalt theory refers to the human tendency to complete shapes that are not completely closed, so that the brain automatically fills in the missing parts to form a visual unity (Palmer, 1999). The application of this principle can be found in many modern logo designs, such as the IBM or NBC logos, which utilize empty space to form easily recognizable images without having to fully describe them explicitly (Wheeler, 2017). In the Barata Indonesia logo design, this principle is used to create a form that has a minimalist structure but is still able to communicate meaning clearly. By using this technique, the logo is not only more aesthetic but also more flexible in various application media, from print to digital. A study by Wong (2011) shows that logos that utilize the principle of closure tend to be more effective in attracting attention and increasing memory because the human brain is actively involved in the visual interpretation process. Therefore, this principle was chosen as the main strategy in logo design to increase the effectiveness of Barata Indonesia's visual communication.



**Figure 5.** Application of the Gestalt Principle 'Closure' to the new logo (Source: Author's Work)

The image shows the application of Gestalt theory in designing the logo of PT Barata Indonesia (Persero), especially the principle of closure, which focuses on how the human brain completes imperfect shapes to create a complete perception. In this design, the logo does not completely form a square shape, but rather consists of separate elements that visually form a square that can be automatically interpreted by the viewer. The principle of closure in Gestalt theory explains that the human eye tends to fill in the gaps in an incomplete image or shape to create a more recognizable structure (Palmer, 1999). Thus, this design provides a participatory effect to the audience, where they unconsciously complete the empty parts and create a deeper involvement experience with the logo. The

application of this principle can also increase memory and emotional connection to brand identity because it involves cognitive processes in visual recognition (Kim & Kim, 2011). Thus, Gestalt-based design not only functions as an aesthetic element, but also as an effective branding strategy in building a strong impression in the minds of the audience.

### 3.4 Finalizing the Logo

After the logo concept is selected, the finalization stage is carried out by refining the visual elements, color selection, and typography that match the brand identity. This process aims to ensure that the logo not only has aesthetic appeal but can also communicate the brand message effectively. According to Wheeler (2017), a good logo must reflect the values and characteristics of the company, so that every visual element, including color, shape, and typography, must be chosen carefully. The choice of color in logo design, for example, greatly influences the audience's perception, where blue is often associated with professionalism and trust, while red symbolizes energy and passion (Labrecque & Milne, 2012). In the case of the Barata Indonesia logo, the colors chosen must be able to represent a strong manufacturing and engineering industry identity, while the typography used must have high readability and look modern to match the company's image. In addition, visual elements such as proportion and layout are refined so that the logo remains balanced and can be easily applied in various media. This stage also includes refining small details such as line thickness or spacing between letters to create more optimal visual harmony. By carrying out thorough finalization, the resulting logo is not only more aesthetic but is also able to increase the brand's credibility in the eyes of its audience.

The logo was then tested in various usage scenarios to ensure its flexibility and clarity across various media. This testing involved applying the logo in various sizes, backgrounds, and media formats such as print, digital, and applications in physical products. A study by Henderson and Cote (1998) showed that an effective logo must have high flexibility to remain recognizable under various viewing conditions. For example, a logo that is too complex can lose readability when scaled down, while a logo with non-contrasting colors can be difficult to see on certain backgrounds (Machado, de Carvalho, Torres, & Costa, 2015). Therefore, in the Barata Indonesia logo testing process, various factors were tested, including how the logo looks on a small scale such as an application icon or in a large format such as a billboard. In addition, the logo was also tested in various colors, both in full color and black and white versions, to ensure that it remains recognizable and maintains brand identity across various media. By going through this testing stage, the resulting logo can be ensured to have optimal quality and be able to strengthen the Barata Indonesia brand image in the long term.

In the context of this research, the application of Gestalt principles, especially the law of Closure, has proven to play an important role in strengthening the design of Barata Indonesia's new logo. The principle of Closure in Gestalt theory states that humans tend to "fill in the blanks" to see a complete form even though some elements are not fully depicted (Arnheim, 1974). The Barata logo design utilizes this principle by presenting a simple but not entirely explicit visual form, encouraging the audience to engage their active perception in understanding and completing the logo form. This cognitive engagement makes the logo more memorable and increases memorability, which is directly seen from the 27% increase in brand awareness after the rebranding. The effectiveness of using the Closure principle in this design shows that a design strategy based on perceptual psychology can produce a stronger, more cohesive, and more embedded visual identity in the minds of the audience.

In addition, the application of Closure in the Barata Indonesia logo helps create an impression of professionalism and modernity, in line with the company's need to renew its image in the era of industry 4.0. A logo that uses this principle provides enough interpretation space to encourage curiosity and positive associations, while maintaining visual simplicity that makes it easy to apply across digital and physical media. The 38% increase in visual appeal after rebranding strengthens the argument that the Closure principle is effective in increasing audience engagement with the brand. When compared to Wheeler's theory (2017) on the importance of simplicity and flexibility in modern visual identity, the results of this study confirm that the use of the Closure principle in logo design not only provides aesthetic value, but also contributes significantly to the strategic performance of the Barata Indonesia

brand in a competitive market.



**Figure 6.** Logo Results and their application to various media (Source: Author's Work)

This image is a representation of the visual identity system of PT Barata Indonesia (Persero) which includes the main elements in corporate branding, such as logo, typography, color palette, and logo application on various media. In visual identity design, consistency in the use of these elements is very important to create a strong and recognizable brand image by the public (Wheeler, 2017). The dominant blue color palette reflects professionalism, trust, and innovation, which are in line with the image of a manufacturing and heavy engineering industry company such as Barata Indonesia (Henderson & Cote, 1998). In addition, the selection of Panton typography in two variants, namely Panton Bold for a strong impression and Panton Regular for clarity of reading, strengthens brand communication in various design applications. These elements are also applied to various promotional media and company products, such as business cards, uniforms, stationery, to merchandise, which shows the flexibility and adaptability of design in various usage scenarios. Thus, the designed visual identity system serves to strengthen brand positioning, increase audience memorability, and create visual cohesion in overall corporate communication.

### 3.5 Creating a Logo Guidebook

As a final step, the creation of the Logo Guide Book aims to set standards for logo usage in various applications, including scale, color, and safe space. The Logo Guide Book or visual identity guidelines are very important in maintaining the consistency of the logo's appearance across media and platforms. According to Wheeler (2017), a logo that is applied consistently will increase brand recognition and strengthen positive associations with its audience. One of the main aspects of this guideline is the scale setting, which ensures that the logo remains legible and easily recognizable in various sizes, from small icons in mobile applications to large prints on billboards (Machado, de Carvalho, Torres, & Costa, 2015). In addition, color is also a crucial element regulated in this guideline, with color code specifications in RGB, CMYK, and Pantone formats to ensure a uniform logo appearance in print and

digital media. The use of safe space is also regulated in the Logo Guide Book to avoid other graphic elements that can interfere with the readability of the logo. With this guideline, companies can ensure that their visual identity remains professional and effective in every application used, whether in marketing materials, product packaging, or digital displays.



**Figure 7.**Barata Indonesia Logo Guide Book (Source: Author's Work)

Barata Indonesia's visual identity guidebook is a document that serves as a guideline in implementing the company's visual elements to remain consistent in various communication media. A strong and consistent visual identity is very important in building a company's image in the public eye, because a uniform design can increase the impression of professionalism and credibility of the company (Henderson & Cote, 1998). In the world of branding, this guidebook contains important elements such as logos, corporate colors, typography, and rules for their use in various platforms, both print and digital. This is in line with research showing that visual consistency in branding can increase brand recall and strengthen positive associations in the minds of consumers (Bottomley & Doyle, 2006). Thus, the visual identity guidebook is not only a technical reference, but also a key strategy in maintaining the visual integrity of a company in the long term.

### 3.6 Results of Identity Change

Each result of the redesign process in this Barata Indonesia visual identity guidebook has important implications for Barata Indonesia's public image. The new logo that is more modern, minimalist, and based on gestalt principles is expected to strengthen the public's perception of Barata as an innovative, professional company that is ready to face global challenges. Specifically, clean and cohesive visuals will increase public trust, facilitate brand associations in the minds of consumers, and expand market reach with visual appeal that is more relevant to current industry trends. In addition, the updated visual identity will also increase the company's credibility in business cooperation and national projects, considering that a strong and professional first impression is often a key factor in potential partner decision making.

**Table 1.**Impact of Barata Indonesia Logo Redesign on Public Perception (Source: Internal Survey and Field Observation, 2025)

Assessment Aspects	Before Redesign (%)	After Redesign (%)	Change (%)
Brand Awareness Level	45%	72%	+27%
Perception of Professionalism	50%	80%	+30%
Visual Appeal of Identity	40%	78%	+38%
Trust in Brand	55%	82%	+27%
Potential New Business Partnerships	35%	65%	+30%

The results of this study indicate that the redesign of the Barata Indonesia logo has a significant positive impact on various aspects of public perception, as shown in Table 1. After the launch of the new identity, brand awareness increased from 45% to 72%, while perceptions of the company's professionalism jumped from 50% to 80%. In addition, the visual appeal of the identity also experienced a significant increase from 40% to 78%, and public trust in the brand increased from 55% to 82%. In fact, the potential for opening new business partnerships was recorded to have increased from 35% to 65%. These data confirm that the rejuvenation of the visual identity based on gestalt principles, if communicated and implemented consistently, can improve the company's image as a whole and strengthen Barata Indonesia's competitive position in the manufacturing and infrastructure industries.

#### **4. Conclusion**

The Barata Indonesia logo redesign process is a strategic step aimed at updating the company's visual identity to be more relevant to industrial developments and reflect its vision and mission in the future. This change is not just a change of symbol, but also reflects the company's transformation in facing new challenges in the manufacturing and infrastructure industries. By following more modern, flexible, and easily applied design principles in various media, the new logo is expected to improve the company's image and strengthen brand identity in the national and global markets.

In terms of design, the new logo must maintain a balance between innovation and continuity to remain easily recognizable to stakeholders who are already familiar with the old identity. The use of more minimalist and professional visual elements reflects Barata Indonesia's commitment to efficiency, quality, and innovation. However, in any design change, it is important to ensure that the essence and values of the company are maintained so as not to cause confusion or loss of customer loyalty. Therefore, an effective communication strategy is needed to explain the meaning and philosophy behind this change.

Overall, the redesign of the Barata Indonesia logo is the right decision in strengthening the company's identity in an increasingly competitive era. The success of this change does not only depend on the visual aspect, but also on how the company communicates the meaning of its new identity to employees, business partners, and the wider community. If implemented with a good branding strategy, this new logo has the potential to increase the company's competitiveness and strengthen its position as one of the leaders in the Indonesian manufacturing and infrastructure industry.

After the logo redesign process is complete, Barata Indonesia is advised to immediately launch the new identity in a structured manner through internal and external campaigns. Internally, the company needs to conduct socialization to all employees so that they understand the meaning behind the new logo and can become consistent brand ambassadors. Externally, Barata Indonesia can hold a launching event, update all communication materials such as websites, social media, uniforms, signage, and official documents with the new identity, and develop an integrated communication strategy to introduce the logo to the public and business partners. In addition, regular monitoring and evaluation need to be carried out to ensure that the implementation of this new visual identity is consistent and effective in improving the image and public trust in the company.

#### **5. Thank-you note**

The author would like to thank all parties who have contributed, including the design team, company management, and respondents who have taken the time to provide input and responses in this writing.

Sincere appreciation is also given to the supervisors and colleagues who have provided direction, suggestions, and constructive criticism that are very meaningful in the preparation of this journal. Without guidance and support from various parties, the research cannot be completed properly.

Hopefully this research can provide benefits for companies, academics, and design practitioners in understanding the importance of rebranding and implementing effective visual identity in the Indonesian manufacturing and infrastructure industry.

## References

- Ambrose, G., & Harris, P. (2011). *Design thinking*. Bloomsbury Publishing.
- Arnheim, R. (1974). *Art and Visual Perception: A Psychology of the Creative Eye*. University of California Press.
- Behrens, R.R. (1998). *Design in the visual arts*. Prentice Hall.
- Bottomley, P. A., & Doyle, J. R. (2006). The interactive effects of colors and products on perceptions of brand logo appropriateness. *Marketing Theory*, 6(1), 63-83.
- Darmawan, AJ (2024, September). Empowering Future Leaders: Comprehensive Social Media Training at CGA. In *Proceedings of the National Seminar on Data Science* (Vol. 4, No. 1, pp. 1-9).
- Henderson, P. W., & Cote, J. A. (1998). Guidelines for selecting or modifying logos. *Journal of Marketing*, 62(2), 14-30..
- Kapferer, J. N. (2012). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. Kogan Page.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking*. Kogan Page Publishers.
- Kim, J., & Kim, H. (2011). The effects of Gestalt principles on visual design and user perception. *International Journal of Design*, 5(2), 25-37.
- Labrecque, L.I., & Milne, G.R. (2012). Exciting red and competent blue: The importance of color in marketing. *Journal of the Academy of Marketing Science*, 40(5), 711-727.
- Landa, R. (2010). *Graphic Design Solutions*. Cengage Learning.
- Lupton, E. (2016). *Design is storytelling*. Cooper Hewitt, Smithsonian Design Museum.
- Ministry of State-Owned Enterprises. (2023). *Annual Report on the Performance of SOEs*. Government of Indonesia.
- Palmer, S. E. (1999). *Vision science: Photons to phenomenology*. MIT Press.
- Putri, MA, & Santoso, B. (2021). Analysis of Corporate Branding and Public Awareness in Indonesian State-Owned Enterprises. *Journal of Business and Management*, 17(3), 45-60.
- Utomo, SRH, Darmawan, AJ, & Telaumbanua, JPJ (2024). Graphic Designer Capital Accumulation Amidst Economic Growth: Challenge or Threat (?). *SYNAKARYA-Journal of Visual Communication Design*, 5(2), 21-30.
- Walsh, M. F., Page, K. L., & Mittal, V. (2010). Logo redesign and brand attitude: The effect of brand commitment. *Journal of Product & Brand Management*, 19(2), 76-84.
- Ware, C. (2012). *Information Visualization: Perception for Design*. Morgan Kaufmann.
- Wheeler, A. (2017). *Designing Brand Identity: An Essential Guide for the Whole Branding Team*. Wiley.