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Integrated marketing communications in the corporate rebranding of Kimia Farma Diagnostika

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ABSTRACT

Background: Following the Covid-19 pandemic, competition and uncertainty in laboratory and healthcare services have intensified, prompting organizations to reassess their brand positioning and communication. PT Kimia Farma Diagnostika, operating under the brand Kimia Farma Laboratorium & Klinik, undertook corporate rebranding alongside changes in its services and market priorities. **Purpose:** This study examines the rebranding process and the application of integrated marketing communication (IMC). **Methods:** Using a qualitative case study, data were gathered through in-depth interviews, documentation, and a literature review and analyzed to identify key decisions and communication practices. **Results:** The findings describe four interrelated stages: analysis, planning, implementation, and evaluation. Analysis focused on market conditions, brand identity, and opportunities to reach individual customers. Planning involved repositioning, renaming, organizational adjustments, and visual redesign. During implementation, the company used advertising, sales promotions, events, public relations, direct marketing, word of mouth, and personal selling to communicate its revised identity. However, digital booking and payment services remained insufficiently integrated, and consumer responses were strongly linked to promotional activities. Although evaluation was recognized as a necessary stage, the company had not established a comprehensive system for measuring rebranding outcomes. **Conclusion:** The study indicates that IMC can support consistent communication of a new corporate identity, while evidence of its effects on brand awareness, customer behavior, and business performance requires further measurement. **Implications:** These findings offer considerations for healthcare organizations seeking to align rebranding communication with service delivery and evaluation.

Keywords: integrated marketing communication; corporate rebranding; communication strategy; brand positioning; healthcare services

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INTRODUCTION

Public awareness of preventive healthcare, particularly through medical check-ups (MCUs), is important for long-term health. However, awareness of preventive examinations remains relatively low. A study cited by Agustina (2019) shows that more than 50% of respondents admitted they had never undergone a medical check-up, citing various reasons such as feeling healthy, fear of the high cost of an MCU, or even a lack of knowledge about MCUs. Even among respondents who reported having undergone a medical check-up, nearly half only did so once every two years. In fact, regular medical check-ups can support early detection, although the appropriate frequency varies by individual. This situation poses a challenge in encouraging the public to pay closer attention to their health through medical check-ups or physical examinations.

The Covid-19 pandemic was a significant turning point in shaping public attitudes toward health. The global health crisis increased public awareness of the importance of maintaining good health and detecting diseases early. Data from the Badan Pusat Statistik (2021) reveal that the proportion of monthly per capita spending on preventive healthcare services increased during the 2019–2021 period. The share rose by 7.64 percentage points from 15.18 percent in 2019 to 22.82 percent in 2021. This trend should be interpreted cautiously because factors beyond health awareness may have influenced expenditure. However, this situation presents a significant opportunity for healthcare providers, particularly medical laboratories, to develop services based on preventive health screenings and increase the number of people undergoing MCU on their own initiative.

Researchers have observed that medical laboratories typically distinguish four customer segments: Corporate Clients (MCU Partnerships), Self-Referral (APS), Physician Referral (APD), and Routine Referral (RR). The self-referral (APS) segment comprises individuals who visit medical laboratories on their own initiative, without a physician's referral. However, business realities reveal a gap between these opportunities and the company's actual business performance. Researchers examined data from PT Kimia Farma Diagnostika's 2023 annual report, which indicates that the company's revenue was dominated by the corporate client segment, accounting for over 60% of total revenue, while the APS segment accounts for just under 20%. This suggests that increased health awareness has not necessarily translated into concrete action in the form of routine health check-ups.

To improve healthcare services, particularly in the medical laboratory sector following

the Covid-19 pandemic, PT Kimia Farma Diagnostika has revised its business strategy and healthcare services. This rebranding initiative was intended as a strategic step for the company to increase revenue in the APS segment. The company is a subsidiary of PT Kimia Farma Apotek and part of the state-owned Kimia Farma Group. Ardhy Nugrahanto Wokas, President Director of Kimia Farma Laboratories and Clinics, stated that this rebranding also represents a shift in identity to foster new enthusiasm and synergy in delivering leading, nationally integrated healthcare services. This transformation of healthcare services is also aimed at refining market segmentation.

In addition to challenges related to consumer behavior and revenue performance, the company also faces issues regarding brand perception. Researchers conducted a preliminary survey in 2024 on brand awareness via Populix platform among 380 randomly selected respondents, asking question, "Which laboratory brand first comes to mind?." Based on the survey results, Prodia was most frequently cited as the first brand mentioned by respondents in the medical laboratory category. After Prodia, respondents mentioned other local brands with various company names, such as Budi Sehat, community health center (Puskesmas) laboratories, and other nearby local hospitals and laboratories, followed by Kimia Farma. This result does not yet meet the company's expectations, as Kimia Farma Laboratories & Clinics aims to be the top-of-mind brand in the medical laboratory category, in line with its vision of becoming the most integrated, best, and most trusted healthcare service provider in Indonesia.

Efforts to transform healthcare services through rebranding are expected to help the company strengthen its competitive position and become the top of mind brand in the medical laboratory category in Indonesia. This background suggests that the rebranding undertaken by PT Kimia Farma Diagnostika was driven by two main reasons. First, there is a need to improve and transform healthcare services to better align with changes in public behavior and expectations following the Covid-19 pandemic. This transformation is necessary to address the challenge of optimizing growth opportunities in the Self-Referral (APS) segment. Second, the company needs to strengthen its brand awareness amid increasingly competitive conditions in the medical laboratory industry, because Kimia Farma has not achieved the desired level of top-of-mind awareness. Therefore, rebranding is viewed as a necessary strategic step to renew the company's identity, clarify its brand positioning, and enhance competitiveness and public trust in Kimia Farma's healthcare services.

Rebranding requires effective

communication and a strong implementation strategy. Communication efforts must convey the transition from the old brand to the new one to build a positive image in the public's eyes. When introducing its brand, the company must pay attention to the visual elements of the brand. This rebranding is carried out as a creative marketing communication strategy, one aspect of which involves changing the brand's visual identity, particularly the logo, which was deemed not to reflect the transformation of healthcare services and was no longer aligned with the company's objectives. According to Mróz-Gorgoń and Haenlein (2021), rebranding is an ongoing process of changing brand identity and image. In addition to the logo, the company has also implemented various changes to support the transformation of its healthcare services, such as organizational structure, visual branding, tone of voice, positioning, and various other company-related attributes.

Successful rebranding requires effective communication about the new brand to gain customer recognition and acceptance (Udonde et al., 2022). This perspective is relevant to understanding how integrated marketing communication supports the rebranding process by communicating the new corporate identity to stakeholders. Brand recall and brand recognition has a positive relationship with consumers' actual purchasing behavior (Khurram et al., 2018). This study will examine integrated marketing communication (IMC), as defined by Metiyothin et al. (2017), which can be implemented through advertising, sales promotion, events and experiences, public relations and publicity, direct and interactive marketing, word-of-mouth marketing, and personal selling. The basic concepts of rebranding, according to Ahonen (2008) are analysis, planning, implementation, and evaluation. This study positions rebranding and integrated marketing communication as a strategic process undertaken by companies to build a new brand identity, rather than as independent variables whose effects are being tested. Rebranding and integrated marketing communication (IMC) in this study are not assumed to directly resolve the issue of low utilization of the APS MCU services. The APS issue is viewed as a phenomenon influenced by various factors beyond the realm of marketing communication, including structural factors (service accessibility, availability of facilities, and affordability), health system factors (a service orientation that remains predominantly curative rather than preventive), social and cultural factors (societal norms that tend to encourage health checkups only when sick), and the public's still-limited health literacy.

These factors collectively shape the public's behavior and preferences regarding independent

access to preventive health services. Therefore, the purpose of examining rebranding and IMC is not to treat them as comprehensive solutions to limited APS use, but to understand how companies respond to changes in the external environment and market challenges through communication strategies. Rebranding and IMC are positioned as corporate efforts to build stronger brand perception, credibility, and positioning, and may support, but do not by themselves determine, revenue growth in the APS segment. Thus, this study focuses on how the rebranding process is designed and communicated by the company, as well as how IMC strategies are used as a means of conveying the brand change message to the public in an effort to strengthen the image and competitiveness of Kimia Farma Laboratorium & Klinik.

RESEARCH METHOD

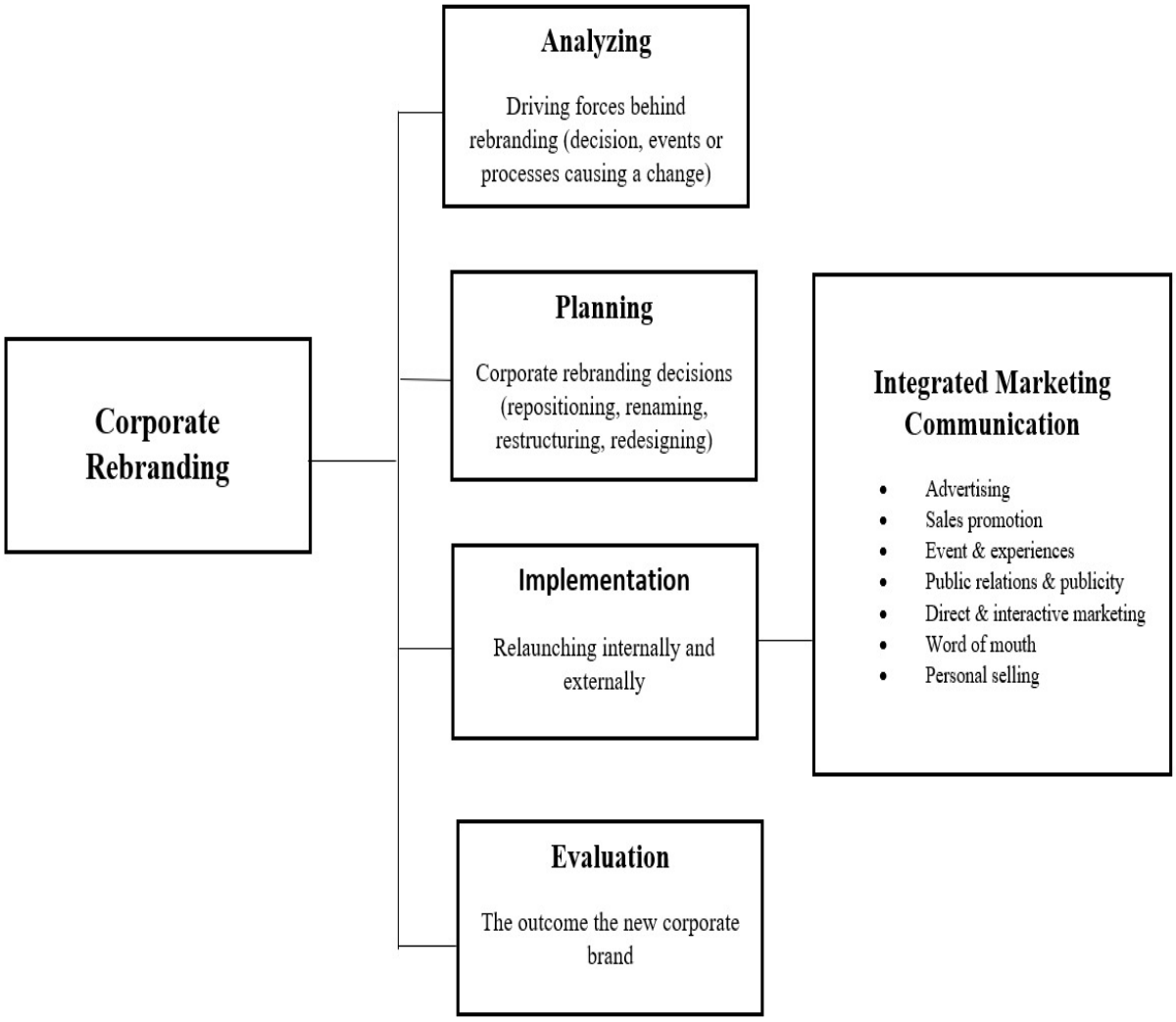
This study used a qualitative case study design through in-depth interviews with five informants (members of the rebranding team and employees of PT Kimia Farma Diagnostika) in 2024-2025, documentation, and a literature review. The researcher posed questions, recorded the responses, and interactions that occurred during in-depth interviews. The researcher processed the data in greater depth to reduce and formulate it into problems, titles, themes, or interactions. Meanwhile, data categorization will be useful for eliminating data unrelated to the research.

To ensure data validity, the researcher cross checked the collected data by comparing it with information obtained from other sources, such as data gathered during interviews with informants, and then compared it with data from observations. Subsequently, the observational data was also cross-referenced with the results of the literature review and other supporting data. The researcher also cross-checked the interview data obtained from division heads with that from marketing staff at PT Kimia Farma Diagnostika.

A case study was selected to examine the rebranding process in its organizational and market context. Case studies are a suitable strategy under three conditions: 1) when the central question of a study concerns “how” or “why,” 2) when the researcher has limited opportunity to control the events under investigation, and 3) when the research focuses on contemporary (present day) phenomena within a real-life context (Fathurokhmah, 2024). In this study, the case study method is used to conduct an in-depth examination of the rebranding process of Kimia Farma Laboratories & Clinics amid changes in healthcare services. The focus of the research is not to make broad

generalizations, but rather to gain a contextual understanding of how the company's new identity is constructed and communicated. Specifically, it examines how the meaning of the company's new identity is constructed through the stages of analysis, planning, implementation, and evaluation in the rebranding process. Although IMC is an established concept in healthcare communication research, this study contributes by examining its application in corporate rebranding at PT Kimia Farma Diagnostika, particularly by identifying the challenges of aligning brand positioning, corporate identity, and marketing communication strategies throughout the rebranding process.

As shown in Figure 1, researchers believe that integrated marketing communication can complement the dissemination of messages during the corporate rebranding process, specifically during the implementation



Source: : Research Result, 2026

Figure 1 Conceptual framework

stage. Through this study, it is hoped that we can identify how the four stages of corporate rebranding (analyzing, planning, implementation, evaluation) are integrated with integrated marketing communication during the implementation stage as a media strategy comprising advertising, sales promotion, events and experiences, public relations and publicity, direct and interactive marketing, word of mouth, and personal selling.

Through this approach, rebranding is understood as a social process involving interaction, negotiation of meaning, and symbolic production that shapes organizational identity. Corporate identity is not a static entity but rather the result of an ongoing construction through communication practices. The selection of Kimia Farma Laboratorium & Klinik as the case study was based on several considerations. First, as a subsidiary of a state-owned corporate group operating in the healthcare sector, the company undertook a strategic rebranding initiative in the context of corporate transformation and the post Covid-19 dynamics, which presented challenges regarding reputation and public legitimacy. Second, the broad scope of the target audience and the shift in market focus from B2B to B2C add complexity to the rebranding communication process in building public awareness and trust in medical check-up and clinical laboratory services. Thus, the case study method allows researchers to conduct an in-depth analysis of the rebranding stages and the integrated communication practices implemented, while also understanding how the company's new identity is constructed, negotiated, and interpreted within the broader organizational and market contexts.

RESULTS AND DISCUSSION

Marketing communication was relevant from the analysis stage, when the company identified reasons for rebranding. These included integrating clinic operations previously managed by PT Kimia Farma Apotek into PT Kimia Farma Diagnostika; clarifying the company's identity as a provider of laboratory and clinical services rather than pharmacy services alone; supporting its healthcare transformation strategy; and strengthening its image and organizational alignment.

> The rebranding initiative was originally proposed by Mr. Yushar, the Chief Financial Officer of PT Kimia Farma Diagnostika, who stated that the company needed a rebrand. Consequently, a chairperson and a rebranding team were appointed. This was prompted by the fact that the name 'KFD' was ambiguous and the logo (a heartbeat) had not yet been integrated with the clinics. The meaning of the logo was unclear (the visual branding was not clear) (Informant 1, personal communication, March 17, 2025).

Conceptually, the rebranding of Kimia Farma Laboratorium & Klinik aligns with

established rebranding theories. As explained by Ahonen (2008), companies may undertake rebranding due to changes in ownership structure, including mergers, acquisitions, spin-offs, or a transition from private to public ownership. In addition, rebranding can also occur as a consequence of changes in corporate strategy, such as diversification or divestiture, as well as efforts toward internationalization or localization. Another equally important factor is the company's competitive position in the market, particularly in response to declining performance, a corporate image perceived as outdated, or the emergence of reputational issues. Furthermore, the external environment plays a significant role, such as specific legal obligations, major crises, or disasters that directly impact the company. These factors are related to the rebranding process undertaken by PT Kimia Farma Diagnostika.

After analyzing the factors that drive the rebranding process, the company moves to the planning stage, where it makes strategic decisions related to repositioning, renaming, restructuring, and redesigning the brand. According to Ramos et al. (2024), these decisions are then carried out during the execution stage through the implementation and relaunch of the revised corporate identity. Repositioning refers to how a product, company or organization establishes itself as distinctive and different from its competitors in the eyes of its public (Regitadika et al., 2020). Repositioning of Kimia Farma Laboratories & Clinics served as a key strategy in the rebranding process to align the business direction with market dynamics and the company's transformation goals. One of the clearest objectives of this repositioning is a shift in market focus from a model previously dominated by the business-to-business (B2B) segment through corporate medical check-up partnerships toward increasing market share in the business-to-consumer (B2C) segment, specifically the "on-demand" (APS) and "doctor referral" (APD) segments.

> In the past, Kimia Farma Diagnostika focused on corporate health screenings (MCU) and on-site services at client locations. With this rebranding, we hope to increase the number of walk-in patients (APS). That is why we are implementing a startup style strategy to drive this by improving the facilities and atmosphere at our locations across nearly all regions of Indonesia. We have also updated our equipment, established a direct partnership with Sysmex, standardized our workforce, and provided high quality training (Informant 2, personal communication October 1, 2025).

Previously, the company generated more than 60% of its revenue from corporate clients. However, this segment is heavily influenced by partner companies' policies and macroeconomic conditions. Consequently, the company believes that expanding its APS services represents a more promising long-term

strategy, as these services are considered more stable and offer a clearer cash flow compared to reliance on corporate partnership contracts. This shift in market segmentation indicates that the company aims to strengthen a broader customer base while fostering closer relationships with the community.

During the rebranding phase, the brand name serves as the core indicator of the brand and the foundation for building awareness and communication, through which the corporation conveys its corporate identity to stakeholders. PT Kimia Farma Diagnostika changed its public-facing brand name from KFD to "Kimia Farma Laboratorium & Klinik." Despite the name change, the company continues to use the name "Kimia Farma" after the rebranding because it wishes to maintain the association with the well-known Kimia Farma brand. Additionally, this name change aims to clarify the integration of the clinic business into PT Kimia Farma Diagnostika's operations, resulting in the name "Kimia Farma Laboratorium & Klinik." Choosing a name during the rebranding process is no easy task, as it is a strategic step in representing the company's identity and positioning.

> PT Kimia Farma Diagnostika is indeed its legal name. The reason for that name is that we were originally just a laboratory supporting diagnostic services. However, in 2020, the clinics were transferred from PT Kimia Farma Apotek to be managed by PT Kimia Farma Diagnostika. Therefore, the board of directors may feel uncomfortable with this arrangement since the clinic is now under our umbrella. That is why Mr. Ardhy wants to rebrand Kimia Farma to include its Laboratory & Clinic services, including the primary and main clinics under its umbrella. "It's not that we don't want PT Kimia Farma Diagnostika, but we just feel it's no longer aligned with our current business operations. (Informant 1, personal communication, March 17, 2025).

The name Kimia Farma Laboratorium & Klinik is considered more descriptive than PT Kimia Farma Diagnostika or KFD because the previous name was deemed to lack clarity regarding the company's core services to the general public. The name PT Kimia Farma Diagnostika (KFD) was perceived as insufficiently reflecting the company's business model, and the public still primarily associates Kimia Farma with pharmacies.

Restructuring as part of the company's rebranding is understood as a step to redesign the brand structure so that the new identity can be implemented consistently. To successfully rebrand, rebranding scholars emphasize the early involvement of internal stakeholders through internal marketing. Clear communication about the reasons for change and its implications for employees' roles may reduce their concerns (Garg & Mishra, 2025). Marketing activities in healthcare organizations are often distributed beyond dedicated marketing departments, requiring non-marketing employees to play

an important role in implementing marketing strategies (Malshe et al., 2025). The company places greater emphasis on standardizing human resources and quality, as well as its marketing strategy. Structural changes were limited to the separation of marketing and sales, each led by their respective managers.

> There haven't been too many changes to the organizational structure, perhaps the biggest change is in marketing and sales, which were previously a single division but are now separate. Management is focusing more on marketing strategy to increase brand awareness compared to competitors. That's where management is setting the challenge (Informant 2, personal communication, October 1, 2025).

Furthermore, this standardization of human resources is carried out through training programs such as the 5R method, described in the study as "*Ringkas, Rapi, Resik, Rawat, Rajin*" or "neat, orderly, clean, maintain, and diligent." In addition, product knowledge training is conducted to clarify the laboratory testing procedures the company can perform, ranging from technical aspects to sales. As part of this quality improvement initiative, the company decided to engage specialized training professionals. The primary focus of the restructuring lies in strengthening quality and human resources through training programs such as the 5R and enhanced product knowledge, as well as reorganizing marketing and sales functions to be more responsive to the shift in market segment focus from B2B to B2C. During the redesign phase, Kimia Farma Laboratorium & Klinik updated the appearance of all its outlets, including the company logo. The logo redesign process was carried out in collaboration with consultants, taking into account the company's desire to reflect its healthcare business and adhere to color schemes consistent with those of its parent companies, PT Kimia Farma Tbk and the Bio Farma Group.

> When implementing the brand identity at our branches, we specify the colors to be used and the dimensions for backdrops. We apply these standards so that, for projects outside of that year's construction budget, if Branch Managers wishes to change the logo again, they simply follow the provided standards though the funding is borne by each respective branch and then submitted as part of headquarters' operational expenses. "So the phases are implemented directly at each branch (Informant 3, personal communication, April 9, 2025).

This logo change was eventually implemented across all branches of the medical laboratory and clinic company throughout Indonesia. The redesign of Kimia Farma Laboratories & Clinics was carried out to clarify the visual identity, which was previously considered insufficiently representative of the clinic and laboratory businesses. The old logo was considered insufficiently clear in distinguishing laboratory services from clinical services. The logo changes are illustrated in Figure 2.

In addition to the logo changes at the outlets and on all office equipment and supplies, these design updates also apply to the Instagram template. The changes to the Instagram design are shown in Figure 3.

According to Ahonen (2008), the third stage of corporate rebranding is implementation, which involves communication through both external and internal company channels. Consistent internal rebranding communication supported by employees' identification with and engagement in the corporate brand plays an important role in gaining employee support for corporate rebranding. Employees are more likely to accept and commit to rebranding when they have a strong sense of belonging and emotional and behavioral engagement with the organization (Joseph et al., 2021).



Source: PT Kimia Farma Diagnostika Brand Guidelines, 2025

Figure 2 Logo before and after the rebranding



Source: Instagram @kimiafarma.labklinik, 2025

Figure 3 Instagram content design before and after the rebranding

For external stakeholders, the implementation stage is examined through integrated marketing communication as defined by Metiyothin et al. (2017), which comprises advertising, sales promotion, events and experiences, public relations and publicity, direct and interactive marketing, word-of-mouth marketing, and personal selling. Unlike marketing communication, which is viewed as the process of identifying rebranding issues, integrated marketing communication plays a role in communicating the rebranding through consistent, integrated, and strategic messages to support recognition and understanding of the company's new identity among audiences.

Brand trust can be influenced by communication consistency, meaning that marketing and brand managers need to use different marketing communication tools to deliver a consistent message and a strong brand image to their customers (Šerić et al., 2020). During this implementation phase, the company did not collaborate with the consultants responsible for logo design on the public relations efforts. Instead, the company handled the public relations efforts independently, taking various factors into consideration and drawing on several divisions, particularly marketing.

According to Ismaeel et al. (2025), advertising contributed moderately by raising awareness and encouraging customer interaction. Kimia Farma Laboratories & Clinics does not engage in large-scale advertising and relies solely on social media platforms such as Instagram and TikTok. This is due to budget constraints, and Kimia Farma Laboratories & Clinics has only been able to collaborate with a specialized agency for social media promotions. Compared with social media posts, endorsements by virtual influencers in the form of display advertising tend to have a stronger impact, as this form effectively reduces the perceived falsity of the endorsement (Li et al., 2026).

As shown in Figure 4, the company mainly engaged micro-influencers during rebranding to promote Kimia Farma's health screening services, such as collaborating with food enthusiasts to advocate for regular medical check-ups at Kimia Farma Laboratories & Clinics. However, the company also faced issues accessing the @kimiafarma.labklinik account, so it temporarily used a new account, @kimiafarmalab_klinik, in September 2023.

The company's social media advertising frequently emphasizes ongoing promotional activities. According to Informant 2, the marketing manager, a drawback of this type of advertising is that the booking and payment processes were still handled manually. Customers cannot make bookings or payments directly through social media, so they must visit



Source: Instagram @kimiafarma.labklinik, 2025

Figure 4 Content collaboration with local influencers

the outlet in person, which may create friction in the purchasing process.

> We're not ready for digital yet, awareness is high, and there's a strong desire, but action still has to take place at the lab and clinic. It's still manual, and digital payments aren't available yet, so payments still have to be made at the lab (Informant 2, personal communication, October 1, 2025).

Various promotions are held to attract consumers' attention, such as Payday Sales and Birthday Sales. Sales promotions were reported to be effective, especially through discounts and loyalty programs (Ismaeel et al., 2025). These promotions are designed to provide short-term incentives to encourage people to buy quickly. According to the interview account, sales increased during promotional periods but declined after promotions ended. This was also noted by Informant 2, the marketing manager, who highlighted the public's reliance on promotions. Companies face difficulties if they do not run promotions, as sales would be significantly lower without them. This pattern was interpreted by the informant as an indication of limited awareness of routine health check-ups.

Companies can organize activities or events by leveraging the connection between consumer interests and their products, such as art, sports, entertainment, or other activities. According to Izzah et al. (2024), rebranding through emotional branding can strengthen consumer attachment and differentiation from competitors.

These activities can be organized independently by the company or as joint events with other companies. Sponsorships and partnerships may help reduce event-organizing costs. Kimia Farma Laboratorium & Klinik regularly holds activities or events to promote the company. In fact, the marketing division has a person in charge (PIC) who specifically handles events, with a minimum target of participating in four events per month. These events are carried out in collaboration with communities and schools, and include sponsorships such as the Uda and Uni Padang Pageant.

However, sponsorship activities also present challenges. For example, regarding the distribution of vouchers to the winners of the Uda and Uni Padang contests, these vouchers are often not redeemed. According to Informant 4, an event management staff member, this is because people typically only seek medical check-ups when they are sick. Thus, when they are healthy, they do not feel the need for the vouchers, even though they are provided for free.

> Sponsorships are limited because there are so many go unused. Many people only want to use them once they're already sick, even if they're given for free (Informant 4, personal communication, November 15, 2025).

Furthermore, Informant 4, an event management staff member, also explained that the event was organized in collaboration with the company. Corporate clients who have partnered with the company for medical check-ups are entitled to a "Health Talk" that can be presented to employees or within the company. Additionally, the Event Management team under the Marketing division collaborates with each outlet to organize events in high-traffic areas, such as Car Free Day, at least once a month. However, even if such an event is not held, the headquarters does not impose penalties or sanctions on the outlet in question.

Visitors can experience health-screening services at Kimia Farma and participate in direct question-and-answer sessions that allow them to determine whether the products meet their needs. In the events and experiences organized by Kimia Farma Laboratories and Clinics, the company focuses on brand awareness rather than sales. These events and experiences are primarily aimed at attracting a large audience, with the goal of subsequently managing that customer database.

> For events aimed at attracting the largest crowd, the Indonesian Dental Association (IDI) is the target, with a goal of 1,000 or more attendees. There will be sales at the event, but that's not the main objective. It's more about brand awareness. We'll be giving away merchandise, but attendees must sign the attendance list so we can later send them promotional messages. The event here is more about corporate image, and the ultimate goal isn't so much about sales as it is about attracting that crowd (Informant 2, personal communication, October 1, 2025).

To introduce its rebranding, Kimia Farma Laboratories & Clinics also held a launch event on Tuesday evening, March 7, 2023, in Jakarta. The event also unveiled the new logo for the first time, with various media outlets and company stakeholders, including Mandiri, BKKBN, Ajinomoto, BRI, and others, in attendance. In addition, the relaunch event formed part of the company's public relations activities. Dialogic public relations approaches may help explain how two-way communication can support longer-term brand relationships (Wardani et al., 2025).

As part of its public relations strategy, Kimia Farma Laboratories & Clinics issues press releases and holds press conferences, with special assistance from the Corporate Communications division, particularly during the rebranding launch event. The media were specifically invited to the event to publicize the rebranding of Kimia Farma Laboratories & Clinics. However, it should be noted that media gatherings are not always held.

Public relations can influence how organizational identity and reputation are perceived. Public relations communication helps organizations articulate their identity to relevant audiences (Naumovska & Blazeska, 2016). The PR strategy implemented by Kimia Farma Laboratorium & Klinik involves collaborating on news coverage of the rebranding, such as in ANTARA News, *Kompas.com*, Kontan, JPNN, and other media outlets. These publications highlight the company's new identity and its commitment to becoming the largest and most trusted provider of integrated healthcare services in Indonesia, particularly during the rebranding launch event.

For direct marketing, the company distributes targeted promotional messages via email and WhatsApp. A well-managed customer database helps healthcare organizations deliver more targeted direct marketing. By obtaining customer consent to receive relevant information and promotions, organizations can build a valuable database that supports effective communication with their audiences (Elrod & Fortenberry, 2020). The company's customer database was compiled from visitors who have previously visited outlets or attended events organized by the company.

In addition, the company also uses official social media platforms such as Instagram, TikTok, its corporate website, and its official WhatsApp account to answer questions about its laboratories and clinics. Based on Prana's (2023) study, social media marketing plays an important role in maintaining customer engagement. The study found that optimizing social media content with informative, engaging, and persuasive messages can strengthen customer engagement. It also highlights the

importance of integrating social media activities with other marketing communication strategies and utilizing appropriate communication channels to effectively reach target audiences. However, the direct response function is not yet fully optimized because customers cannot yet make online bookings or online payments automatically.

Besides direct marketing, WOM can arise from people's experiences using Kimia Farma Laboratories & Clinics' healthcare services. These experiences can be gained through health events or patients' experiences at the outlets. WOM can generate recommendations regarding service quality, the friendliness of healthcare staff, the speed of services and laboratory reporting, the comfort of facilities, and so on. Based on the study by Febriani (2021), word of mouth can be influenced by consumers' perceptions of celebrity endorsement, creativity, relevance, and quality of promotional content. This finding is closely aligned with the preceding stage of advertising, in which influencers are strategically employed as communication agents to promote the company and strengthen its brand communication. Evidence on electronic word of mouth in other service sectors suggests that digital reviews can shape consumer evaluations (Sâsâeac et al., 2025). The company had not systematically developed its presence on Google Reviews.

Based on the keyword "Kimia Farma Lab & Klinik," the number of Google reviews appeared limited, suggesting scope for greater engagement on this platform. On average, 15 out of 20 branches have fewer than 100 reviews per outlet, with ratings of 3–4 out of 5 stars around July 2025. Word-of-mouth recommendations from family and friends may carry particular credibility because they are based on personal relationships. However, the contribution of online reviews and word of mouth to APS patient numbers was not measured in this study.

Personal selling refers to direct sales from the company to consumers through personal interaction, thereby fostering a relationship that leads to a consumer response. Digital media now complement face-to-face personal selling. Promotions through personal selling have also become more diverse, offering customized product deals via sales presentations, sales meetings, and incentive programs. The use of digital media in marketing communication programs enables two-way interaction, accelerating the formation of brand awareness and public trust (Faruqi et al., 2022). Kimia Farma Laboratories & Clinics primarily conducts personal selling via WhatsApp to distribute special promotions, such as the Birthday Promo, which is tailored to the company's customer database based on birthdates.

Personal selling is carried out by the

Marketing & Sales Team and frontline staff at the outlets. Frontline staff play a central role in building positive customer experiences that can boost word of mouth (WOM) and loyalty. They engage in upselling and cross-selling with patients during transactions. Therefore, communication skills and product knowledge are critical considerations. In addition to frontline staff, personal selling within the Marketing & Sales division remains primarily focused on corporate clients (B2B), such as partnerships for comprehensive medical check-ups (MCU).

Evaluation, the final stage is a crucial phase that serves to assess the extent to which rebranding activities have achieved the objectives set during the planning stage. Englund et al. (2020) described IMC as a strategy for reaching target audiences and increasing awareness through the integration of social media and in-store retail promotions. The findings highlight the potential of IMC in supporting the development, implementation, and evaluation of effective promotional campaigns. Kimia Farma Laboratories & Clinics has not yet conducted a comprehensive evaluation of its rebranding efforts. Evaluations have been based solely on customer satisfaction index surveys conducted by the operations division. These surveys indicate that customers are satisfied with the overall services provided by Kimia Farma Laboratories and Clinics. However, the company has not yet undertaken any specific or comprehensive rebranding initiatives.

> According to internal quantitative surveys evaluated through the Customer Satisfaction Index (CSI), satisfaction levels have reached over 90%. Consequently, the current priority is to reflect these positive metrics in business growth specifically by acquiring new customers, driving sales, securing higher ratings in external brand surveys, expanding the average basket size, and targeting more corporate partnerships (Informant 2, personal communication, October 1, 2025).

According to the interview accounts, rebranding outcomes remained below expectations, partly because sales targets had not been met. Regarding brand identity, the name change from Kimia Farma Diagnostika (KFD) to Kimia Farma Laboratorium & Klinik is a positive step that clarifies the company's business scope and strengthens the brand. However, the extent to which this identity change has successfully increased public awareness has not yet been established through systematic outcome measures.

CONCLUSION

The rebranding of PT Kimia Farma Diagnostika as Kimia Farma Laboratorium & Klinik (KFLK) was intended to reposition the company from a business model dominated

by business-to-business (B2B) clients toward greater participation in the business-to-consumer (B2C) self-referral segment. The planning stage involved repositioning, renaming, restructuring, and visual redesign to clarify the brand identity while retaining its established association with Kimia Farma. During implementation, KFLK used integrated marketing communication (IMC) across several channels to communicate the new identity. However, the initiative faced operational challenges, including limited digital service integration, reliance on short-term promotions, and the absence of seamless online booking and payment. The company had also not established a comprehensive evaluation of rebranding outcomes; existing customer satisfaction measures did not directly demonstrate the effects of rebranding on brand awareness or business performance.

Healthcare and clinical laboratory managers should therefore align rebranding communication with service delivery by improving online booking and payment options and developing a clearer framework for assessing brand awareness, customer conversion, and retention. Because this qualitative case study did not measure causal effects, future studies could investigate the relationships between rebranding, consumer trust, and purchasing decisions and compare rebranding practices across state-owned and private healthcare organizations.

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Ethical clearance: This study received research permission from PT Kimia Farma Diagnostika. Informed consent was obtained from all participants prior to the interviews. All participants voluntarily agreed to participate in the study and to provide information for research purposes. The confidentiality and privacy of the participants were maintained throughout the research process.

Data availability statement: The data supporting the findings of this study are available from the corresponding authors upon reasonable request. Access to the data is subject to considerations of participant privacy, confidentiality, and applicable ethical requirements.

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