Rebuilding The Brand Image: A Case Study Of Pr Strategies In Rebranding Atlas Beach Fest In Bali

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Abstract

Public relations (PR) plays a vital role in brand recovery following reputational crises. This study examines the strategic use of PR in the rebranding of Atlas Beach Fest, a Bali-based tourism destination formerly associated with the Holywings controversy. Addressing the lack of research on PR-driven brand restoration in Southeast Asia, the study investigates how communication strategies were used to rebuild public trust. Using a qualitative case study approach, data were collected through interviews, observation, and document analysis. Findings show that efforts such as brand renaming, logo redesign, media outreach, influencer collaboration, and CSR activities effectively reshaped public perception and repositioned the brand. The study highlights the importance of integrated, communication-based PR in navigating post-crisis image transformation and offers insights into how organizations can regain legitimacy through symbolic and strategic messaging.

Keyword: Public relations; Rebranding; Brand image

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Introduction

Bali's tourism industry, renowned for its cultural richness and natural beauty, sees brand image as a crucial factor in attracting and retaining tourists amid increasing competition from other global destinations. (Sukaatmadja et al., 2023; Wisnawa et al., 2023). Events, attractions, and tourism businesses that cultivate strong, appealing brand images help enhance Bali's overall reputation as a travel destination, encouraging repeat visits and positive word of mouth (Aditya & Piartrini, 2023; Sukaatmadja et al., 2023). In particular, after the severe impact of the COVID-19 pandemic on Bali's tourism sector, strategic management of brand image is now essential for the recovery and growth of local tourism enterprises (Mahadewi et al., 2024). A well-managed brand image not only differentiates Bali's unique offerings but also rebuilds consumer confidence, supports sustainable tourism development, and drives economic revitalization in the region (see Budiasa et al., 2024; Wisnawa et al., 2023).

Within this dynamic landscape, public relations (PR) serves as a critical instrument in the construction and maintenance of brand image (Bajaj, 2023; Zhou, 2023), particularly within tourism destinations such as Bali, where branding efforts must effectively engage both global audiences and culturally embedded stakeholders. Distinct from direct advertising, PR is characterized by its emphasis on authentic narrative formation and strategic stakeholder engagement (Arceneaux, 2024; Keith, 2024). In an increasingly saturated and competitive market, PR not only facilitates brand differentiation but also reinforces brand relevance and long-term consumer loyalty (Cardoso et al., 2022; Zulfikar, 2023). PR, therefore, is not just a supplementary communication function but a central strategic mechanism for repositioning brands, rebuilding consumer trust, and revitalizing brand image, especially in the wake of reputational crises.

However, despite the acknowledged importance of PR in destination branding (see Christine & Setyanto, 2021; Chuieva & Sydoruk, 2024; Wan & Li, 2024), limited scholarly attention has been directed toward its communicative function in rebranding image after reputational crises (see Singh et al., 2020; Yadav, 2024), particularly in Southeast Asia. Most existing studies emphasize visual identity or promotional marketing (see Elrod & Fortenberry, 2020; Moss, 2024; Mudzanani & Anani-Bossman,

2021; Uhodnikova et al., 2024), while core PR activities such as message framing, stakeholder engagement, and media relations remain underexplored. This gap highlights the need to assess how strategic PR communication shapes public perception and supports brand image recovery, particularly following a reputational crisis.

To address this gap, the present study examines the effectiveness of PR strategies in rebuilding brand image through a case analysis of Atlas Beach Fest, a prominent lifestyle and entertainment venue in Bali. The subject was chosen due to its transformation from Holywings Beach Fest, a brand previously linked to licensing violations and social controversies (see Ernes, 2022; Nita, 2022). Given the scale and visibility of this rebranding case, Atlas Beach Fest provides a distinctive context for assessing PR's role in post-crisis image reconstruction, especially in Southeast Asia, where PR-driven brand restoration remains insufficiently explored. The rebranding strategy implemented in response to reputational damage serves as a pertinent example for understanding the dynamics of image recovery in tourism-related businesses.

The following research questions is proposed: What PR strategies were most effective in rebuilding Atlas Beach Fest's brand image post-crisis? To deepen the analysis, the study will address sub-questions: 1) What reputational issues did Atlas Beach Fest face, and how did the initial public perception influence the rebranding process?; 2) How did the PR team plan and design strategies to address the reputational crisis and reshape the brand's image?; 3) What communication tactics were implemented to shift public perception of Atlas Beach Fest?; 4) How did the PR team assess the effectiveness of the strategies and measure changes in public perception after the rebranding efforts?

This study is expected to contribute to both theory and practice. Theoretically, it will provide insights into PR's function in strategic brand management, particularly in post-crisis contexts. Practically, it offers guidance for PR and communication professionals in managing brand image in competitive and reputation-sensitive environments.

Research Method

This study employed a qualitative case study design to investigate the role of PR strategies in the rebranding of Atlas Beach Fest following a reputational crisis. A case study approach was chosen to provide an in-

depth understanding of the PR processes and their impact on brand recovery. Data collection involved three main methods: semi-structured interviews, field observations, and document analysis.

The semi-structured interviews provided insights into stakeholders' views on the PR strategies and their involvement in the rebranding process. Data were collected from a purposive sample of 10 stakeholders involved in the rebranding process, including six internal stakeholders (Head of PR, marketing staff, and management) and four external stakeholders (tenant relations personnel and regular visitors to the venue). These participants were selected for their direct involvement in the PR strategies and rebranding activities. Interviews were conducted over a two-week period, providing a comprehensive view of the rebranding process from both the perspectives of those involved in PR efforts and those impacted by the rebranding.

Field observations offered on-the-ground insights into how the rebranding was visually represented and communicated to the public. Field observations were conducted over a three-week period during key events in the rebranding, such as the venue's grand reopening. The observations focused on the visual and experiential representation of the brand, supplementing the interview data with insights into how the rebranding strategy was executed on-site. This approach provided context to the interview data and allowed for a deeper understanding of how the rebranding process was communicated to the public. Document analysis included a review of press releases, media coverage, social media content, and other promotional materials before and after the rebranding, helping to cross-validate the interview data.

Ethical considerations were rigorously followed throughout the study. Informed consent was obtained from all participants, ensuring they understood the study's purpose, their voluntary participation, and their right to confidentiality. Participants were also made aware that they could withdraw from the study at any time without consequences. To maintain anonymity, all personal identifiers were removed from the data.

The analysis was guided by two theoretical frameworks: Cutlip's four-stage PR model (2011) which includes fact finding, planning, communication, and evaluation, and Muzellec and Lambkin's rebranding framework (2006), which emphasizes repositioning, renaming, redesigning, and relaunching. Cutlip's model provided a structured

framework for evaluating the PR communication stages, while Muzellec and Lambkin's framework offered a focus on the specific actions taken in the rebranding process. Combining these frameworks allowed for a comprehensive examination of both the PR communication efforts and the branding activities involved in the rebranding of Atlas Beach Fest.

Triangulation was employed to enhance the reliability and validity of the study's findings. Interview responses were cross-checked with data from field observations and document analysis, and patterns or discrepancies between these sources were identified to create a more nuanced understanding of the rebranding efforts. The data analysis process followed the interactive model of Miles and Huberman (2014). In the first stage, qualitative data were collected through interviews, field observations, and document analysis. Data condensation involved organizing the data into key themes and categories, while data display used visual tools like matrices and tables to structure the findings for easier interpretation. Finally, conclusion drawing synthesized the data to answer the research questions, with continuous refinement to ensure the findings were well-supported and aligned with the theoretical frameworks.
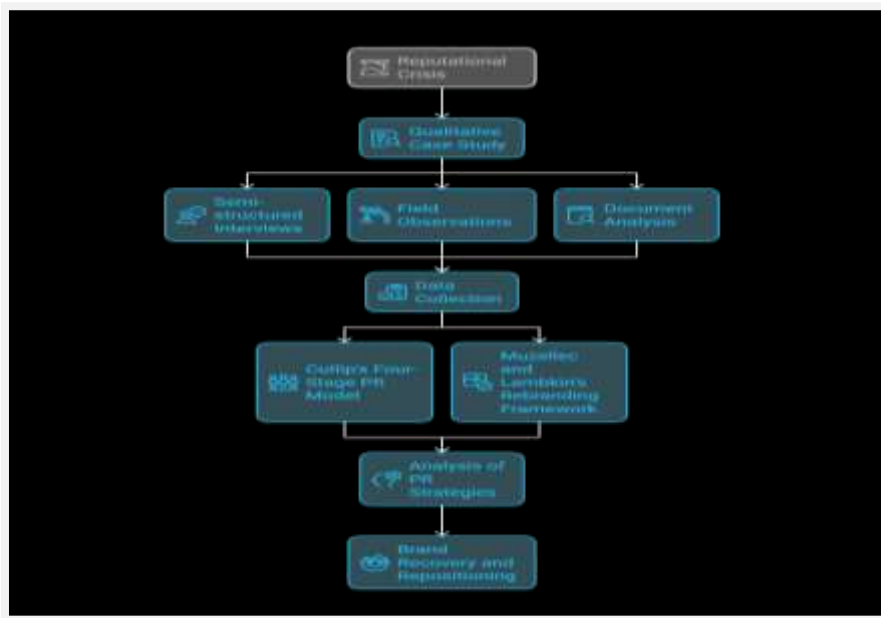

Figure 1. Research Framework

Results and Discussion

Based on the data collected through field observation, semi-structured interviews, and document analysis, the findings reveal that PR played a strategic role in the rebranding process of Atlas Beach Fest. The PR efforts were not incidental but systematically planned and executed across several distinct stages. These stages reflect an integrated approach combining PR strategy with brand repositioning objectives. The following sections present the key stages through which PR strategies were implemented and examine their effectiveness in shaping consumer perception during and after the rebranding process.

1. Fact Finding

The fact-finding phase served as the foundation of Atlas Beach Fest's strategic PR efforts, aimed at identifying key reputational threats and public perceptions. This stage revealed that negative media coverage significantly influenced public opinion, even before the venue's official launch. Two major issues emerged: the brand's perceived association with the Holywings blasphemy scandal and incomplete business permits that led to government sanctions. These narratives, widely disseminated across digital and mainstream platforms, framed Atlas Beach Fest as controversial. Picture 2 provides a visual representation of one such media report, published by a prominent news outlet. The media report highlighted concerns about Atlas Beach Fest's failure to secure the necessary operational permits, raising questions about its compliance with local zoning regulations. Additionally, the venue faced accusations of contributing to noise pollution, disrupting the surrounding community with loud music and large crowds. These issues, amplified in both the media and local discourse, intensified public skepticism and underscored the need for strategic PR intervention

In response, the PR team undertook structured media monitoring and public sentiment analysis to assess the narrative trajectory. One of the most widely circulated critiques was a petition titled "Basmi Polusi Suara di Canggu" (Eliminate Noise Pollution in Canggu), hosted on Change.org and reported by detik.com, which received over 6,769 signatures (Putri, 2022). The petition accused Atlas Beach Fest of contributing to noise pollution and disturbing the local community's quality of life. Alongside this petition, public commentary also cited concerns about zoning

regulations, poor urban planning, and ethical controversies, further intensifying public scrutiny.
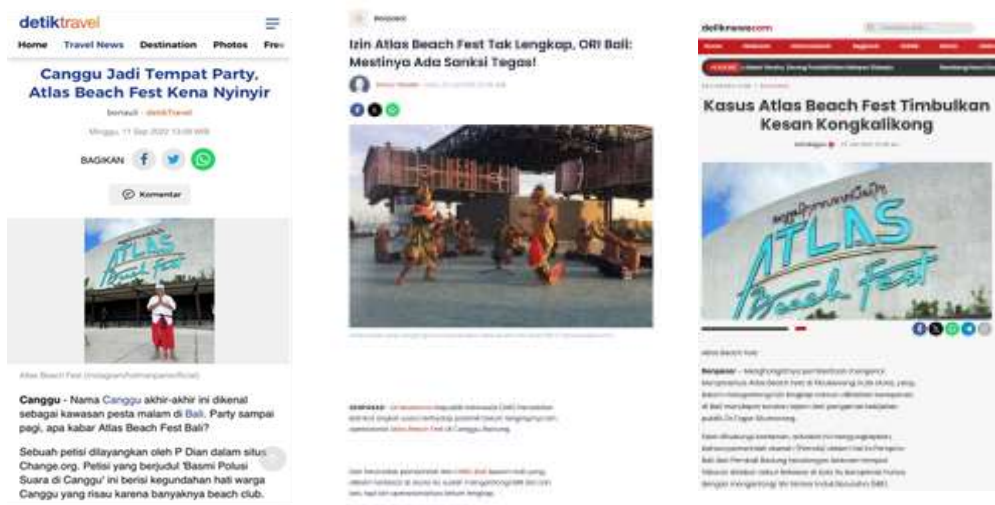

Figure 2. Negative News About Atlas Beach Fest (Bagus, 2022; Bonauli, 2022; Tabelak, 2022a)

According to the Head of PR at Atlas Beach Fest, much of the media coverage at that time was based on speculation and lacked proper verification. As he stated during the interview, *"Several reports in the media were based merely on assumptions, with no verified information from the company. Most of the statements quoted came from third parties and not from Atlas Beach Fest itself."* He further acknowledged that the absence of proactive communication aggravated the situation. He emphasized that the negative narratives stemmed largely from the public's unfamiliarity with the brand.

The results indicate that the reputational issues experienced by Atlas Beach Fest were influenced not only by its previous association with Holywings but also by the organization's limited interaction with the media. The lack of verified information and the absence of an official narrative enabled public perception to be shaped by external sources. This gap in communication allowed negative media narratives, particularly regarding licensing problems, ethical concerns, and community opposition, to dominate the public discourse.

These findings are consistent with previous research that emphasizes the media's role in shaping public perception during crises. Jongkman (2020) notes that negative media exposure has a stronger and more lasting impact on public image than positive coverage, particularly when organizations do not actively engage in strategic communication. Furthermore, Osemwegie (2025), Pich and Armannsdottir (2018), and Schermer (2021) highlight that organizations which fail to engage with the media risk having their brand image shaped by external sources, often based on assumptions rather than verified facts. This dynamic is particularly significant in the digital era, where unverified claims can quickly spread and influence public opinion on a large scale scale (Duong et al., 2025; Hua et al., 2023; Palani et al., 2022). As demonstrated in the case of Atlas Beach Fest, limited media engagement allowed negative associations and unverified reports to dominate the public discourse.

2. Planning

Based on data collected through interviews with the Head of PR, marketing staff, and management, as well as direct field observations, the planning phase at Atlas Beach Fest emphasized the redesign and renaming of the brand as critical strategies in restoring public trust. The PR team acknowledged the urgent need to shift the media narrative from speculation and controversy to verified information and renewed identity. To achieve this, the organization applied a communication model that prioritized public outreach through coordinated messaging, media engagement, and narrative clarification. This process was guided by the application of the Press Agentry Model, a classic PR approach characterized by one-way communication from the organization to the public (Grunig & Grunig, 2013; Moss, 2024). The objective is to generate attention, build awareness, and shape public perception through persuasive messaging.

In line with this model, the PR team at Atlas Beach Fest developed a media-centric strategy that sought to shift the prevailing narrative from controversy and speculation to legitimacy and renewal. These strategy were designed to disseminate curated information that could be reproduced in favorable media stories. To operationalize this media-centered approach within the broader rebranding effort, the PR team implemented a series of planned initiatives aimed at reinforcing the brand's

renewed identity and dissociating it from prior controversies. The following initiatives were central to the redesign and renaming process:

a) Brand Renaming

Interviews with the Head of PR revealed that the brand was initially intended to launch under the name Holywings Beach Fest. However, due to growing public controversy and reputational concerns, the management ultimately decided to adopt the name Atlas Beach Fest. As explained by the Head of PR, *"Atlas Beach Fest was initially planned to be named Holywings Beach Fest, but due to several issues, the plan could not be realized and was eventually changed to a different name, namely Atlas Beach Fest."* The renaming was not only a strategic decision to distance the brand from its troubled predecessor but also an attempt to realign its identity with broader cultural and aspirational values. The name "Atlas" was selected by the brand's youthful founders and management team to symbolize a global vision of exploration, mapping, and connection.

b) Spatial Concept

Observations at the site confirmed that the venue was constructed to reflect a diverse tourism experience. According to the Head of PR, the concept is fundamentally different from the nightlife-centered model of Holywings. Atlas Beach Fest was designed as an inclusive lifestyle destination for visitors of all ages. The complex includes a Culinary Ground offering local and international food brands, a Thematic Street Market featuring Eastern and Western cultural influences, a Department Store tailored to summer lifestyle needs, and a Beach Club that combines music, ocean views, and leisure amenities.

c) Logo Redesign

The redesign of the logo marked a strategic visual departure from the negative associations of the previous brand, Holywings. The original winged symbol was replaced with a minimalist triangle representing the letter "A" for Atlas, signifying a new identity grounded in modernity and independence. This triangle, initially an aesthetic architectural feature at the venue's main entrance, was later formalized as the brand's official emblem after the removal of the wings. Interviews with staff indicated that the geometric simplicity of the triangle aligned with the brand's vision of stability, direction, and global relevance. By integrating this symbol into both the physical structure and visual identity, Atlas Beach Fest reinforced

its narrative of renewal and differentiation, allowing the logo to function as a spatial and symbolic marker of transformation.

d) Slogan Development and Strategic Messaging

Through interviews with marketing staff and analysis of promotional content, it was found that the PR team introduced two central slogans; "Bali's Largest One Stop Lifestyle" and "A Single Journey of Multiple Wonders"—as part of the brand's strategic messaging framework. These slogans were crafted to encapsulate the breadth and integration of experiences offered by Atlas Beach Fest, positioning the venue not merely as a tourist attraction but as a comprehensive lifestyle destination. According to staff interviews, the phrase "multiple wonders" was chosen for its emotive appeal, intended to evoke a sense of excitement, curiosity, and personal discovery. A member of the marketing team, explained, *"We often use this slogan as a tagline on social media and in every marketing advertisement, because it represents the grandeur of Atlas Beach Fest. The word 'wonders' definitely creates a powerful emotional impact."* Observational data during the grand opening confirmed the strategic deployment of these slogans across digital platforms, banners, and advertisements, reinforcing them as core elements of the rebranding narrative.

e) Organizational and Legal Structure Change

Interviews with management clarified that Atlas Beach Fest had formally separated from the previous holding company in order to distance itself from the legal and ethical controversies associated with Holywings. The venue now operates under a newly established legal entity, PT Kreasi Bali Prima, which has no affiliation with the former group. This structural transformation was legally registered and approved by the relevant authorities, ensuring full compliance with Indonesian business regulations.

The research findings reveal that Atlas Beach Fest's rebranding planning process was primarily guided by the Press Agentry Model, which emphasizes message dissemination over dialogue (Grunig & Grunig, 2013; Moss, 2024). This approach was evident in key initiatives such as brand renaming, visual redesign, slogan development, and influencer engagement. These efforts were strategically aimed at distancing the brand from its previous association with Holywings, a brand tainted by controversy. As Wang et al. (2024) notes, PR strategies are more effective when amplified by media coverage, and this was central to Atlas Beach Fest's strategy. The venue sought to reshape public perception by

consistently portraying a renewed identity across various media platforms, controlling the narrative surrounding the brand. However, as Sohn (2022) argues, such one-way communication strategies can suppress dissenting views, contributing to a "spiral of silence" where opposing opinions are marginalized. Furthermore, as Zhang et al. (2023) cautions, heavily curated media narratives risk polarizing public opinion, particularly when skepticism remains. In Atlas Beach Fest's case, the press-centric approach allowed the brand to regain visibility but also presented risks in terms of alienating skeptical audiences or failing to address deeper concerns.

To address these potential drawbacks, the research highlights that Atlas Beach Fest's planning process also incorporated structural changes that sought to enhance credibility and rebuild stakeholder trust. Structural adjustments, such as the legal separation from the previous parent company and the inclusive spatial redesign, provided a foundation for a more credible brand identity. Additionally, while the coordinated communication strategy helped present a coherent and persuasive brand narrative, it was clear that Atlas Beach Fest's planning efforts were more than just about controlling the narrative. The rebranding involved a more systematic approach that addressed both symbolic and structural dimensions of the brand, laying the groundwork for long-term image recovery. This comprehensive approach not only focused on reshaping the external image but also facilitated a potential renewal of stakeholder engagement by reinforcing the brand's commitment to transparency and cultural relevance. However, while these efforts were effective in the short term, they also underscored the need for continuous dialogue with stakeholders to avoid the ethical pitfalls of relying solely on a Press Agentry Model.

3. Communication Action: Relaunching

The relaunching phase at Atlas Beach Fest was characterized by a set of strategic communication actions aimed at reshaping public perception and restoring the brand's credibility after a reputational crisis. Data gathered from interviews and field observations indicate that the relaunch involved three key components: media engagement, influencer endorsement, and corporate social responsibility (CSR).

First, Atlas Beach Fest organized a press gathering or media visitation event, which served as a platform to introduce the brand directly to selected media outlets, particularly those that had previously contributed to

negative coverage. The initiative aimed to convert the media from a source of reputational harm into a channel of verified information. During the event, journalists from high-reach outlets such as Detik.com, Tribun News Bali, Radar Bali, and Antara News were invited to observe and interact with the venue. According to the communication staff, the event was intended not only to disseminate curated brand messages but also to allow media representatives to experience the environment firsthand. As stated by one representative, "*The media need to see what Atlas Beach Fest really is, to minimize misunderstandings and inaccurate assumptions.*" This approach was designed to foster familiarity, reduce media bias, and generate more balanced public narratives.

Second, the PR team employed a strategy of influencer affection, leveraging the popularity of prominent public figures to accelerate public awareness and credibility. This tactic was based on the recognition that certain target audiences, particularly youth and digital natives, are more influenced by content on social media than by conventional press. Influencers such as Hotman Paris, Nikita Mirzani, Agoy, Crazy Rich Surabaya, Ajik Krisna, and Fifi Reesha were involved in brand promotional activities through platforms like YouTube and Instagram. These individuals, many with verified accounts and large followings, created content that presented Atlas Beach Fest in a positive light, thereby amplifying the brand's visibility and shaping favorable public discourse.

Third, Atlas Beach Fest integrated Corporate Social Responsibility (CSR) into its relaunching strategy as a means of establishing goodwill and community relevance. CSR activities were used not only to demonstrate ethical responsibility but also to promote the brand's presence and values. Among the initiatives were humanitarian aid for residents of Tibubeneng Village (see Imandiar, 2022), weekly sea turtle releases involving international tourists (see Yusuf, 2022b), support for children's activities such as yoga and coloring competitions (see Tabelak, 2022b), and cultural performances in conjunction with the G20 summit in Bali (see Yusuf, 2022a). Additionally, public legal assistance was provided under the name of Atlas Beach Fest by the prominent lawyer Hotman Paris, who received a formal award from BPJS for this initiative (see Anwar, 2022; Rhismawati, 2022). These activities served to position the brand as socially conscious and locally integrated, strengthening its legitimacy beyond commercial interests.

4. Evaluation

The evaluation phase at Atlas Beach Fest aimed to examine the effectiveness of its rebranding efforts, with a specific focus on communication outcomes and stakeholder perceptions. Based on interview data and field observations, the assessment concentrated on three central aspects of the brand's strategic communication: 1) media engagement through press activities; 2) the use of public figures to shape narratives, and 3) socially driven programming through corporate social responsibility initiatives.

Media engagement, particularly through direct press visitation, played a critical role in transforming how the brand was portrayed in the news. Prior to the rebranding, several major outlets including Detik.com had issued coverage highlighting negative aspects such as noise complaints and licensing issues (see Bagus, 2022; Bonauli, 2022; Tabelak, 2022a). Once journalists were invited to visit the venue, participate in guided tours, and engage in dialogue with the communication team, the tone of media reporting shifted significantly (see Dewi, 2023; Intan, 2022; Santoso, 2023; Tribun, 2023). Publications that had once framed the brand as controversial began highlighting its facilities, programming, and contribution to the cultural and tourism ecosystem. This change is visible in the evolution of articles on travel.detik.com, which began emphasizing the venue's grandeur, entertainment offerings, and community integration.

Observational data also confirmed that influencer engagement significantly boosted public interest, social media interaction, and visitor turnout, particularly among younger, digital-native audiences. Influencers shared content about Atlas Beach Fest on platforms like Instagram and YouTube, generating high levels of engagement through likes, comments, and shares. This content resonated with followers, creating a buzz and increasing brand visibility. The increased social media interactions led to greater online discussions, which translated into higher foot traffic to the venue, particularly during peak tourism periods. The influencer-driven campaigns helped foster excitement around the brand, further solidifying Atlas Beach Fest's position as a popular and trending destination in Bali's competitive tourism market.

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instance, the YouTube video titled "ATLAS BEACH FEST BALI - ON TRENDING 🔴 Review TerLengkap Beach Club TERBESAR DI ASIA" on the Beach Bali Channel reached 1 million views, showcasing the broad digital reach and growing interest in the brand. Additionally, Atlas Beach Fest's Instagram account gained significant traction, amassing 208K followers, further amplifying its presence on social media. This surge in online engagement, including likes, shares, and comments, resonated with followers and generated excitement, which translated into increased foot traffic to the venue, as seen on Picture 3. The influencer-driven campaigns contributed to greater visibility and positioned Atlas Beach Fest as a trending destination, particularly among younger audiences, solidifying its place in Bali's competitive tourism market.
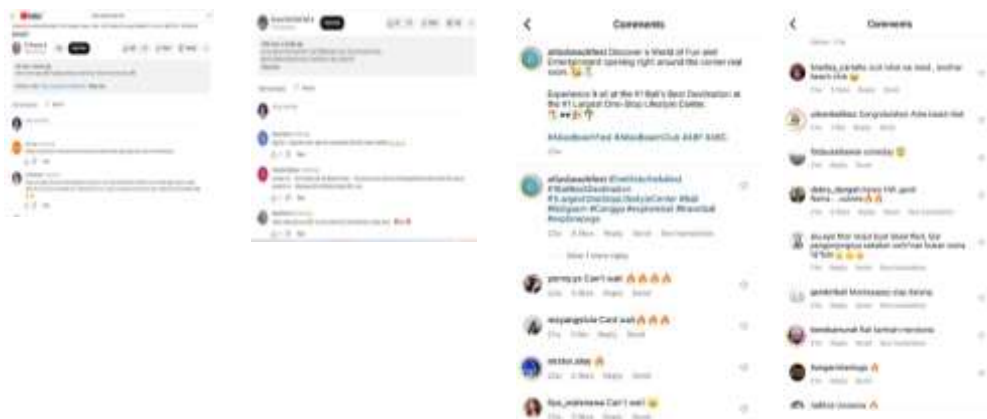

Figure 3. Positive Public Engagement in Social Media

Based on the research findings, the public relations strategy of Atlas Beach Fest successfully aligned with the rebranding framework proposed by Muzellec and Lambkin (2006), which emphasizes the importance of repositioning, renaming, redesigning, and relaunching in brand transformation. These four pillars were reflected in Atlas Beach Fest's integrated approach, shifting to a family-oriented identity, changing the brand name, redesigning visual and legal elements, and implementing strategic communication through media, influencers, and CSR activities. As illustrated in Figure 4, each stage followed clear indicators, enabling the brand to systematically rebuild its image, enhance public trust, and reestablish cultural relevance.

Figure 4. Atlas Beach Fest Rebranding Process

These findings indicate that Atlas Beach Fest's rebranding strategy employed a multifaceted approach, integrating influencer marketing, media outreach, and Corporate Social Responsibility (CSR) initiatives to reconstruct its public image, particularly within Bali's highly competitive tourism sector. Influencer marketing leveraged prominent figures such as Hotman Paris and Crazy Rich Surabaya to extend the brand's digital footprint and cultivate trust among younger, travel-savvy demographics (Pop et al., 2022; Tubalawony, 2024). Nevertheless, this tactic bears the inherent risk of appearing inauthentic if endorsements become excessively commercialized, potentially leading to audience disengagement and fatigue (Alipour et al., 2025).

Complementing influencer efforts, CSR initiatives played a pivotal role in repositioning the brand as socially responsible and community-focused. Although influencers can promote sustainable behaviors, their credibility does not substitute for the deeper, value-driven loyalty cultivated through CSR efforts (Gong et al., 2023). Thus, integrating both approaches strengthens long-term brand trust and community engagement. These initiatives resonated effectively with Bali's cultural emphasis on sustainability and ethical tourism. CSR activities underscored the brand's commitment to both environmental stewardship and social causes.

To further influence public perception, media outreach strategies, including curated press visits, offered journalists first-hand experiences of the venue, facilitating a shift in the brand narrative (Yunisa & Amalina, 2024). In terms of long-term sustainability, CSR initiatives offer more enduring benefits compared to influencer marketing alone (Moyo et al., 2022; Srivastava, 2024). CSR efforts in Bali's tourism context, where social responsibility and environmental consciousness are paramount, can build

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a deeper, more authentic connection with both local communities and tourists. These initiatives can foster long-term brand loyalty and support sustainable tourism practices, which are vital in maintaining Bali's reputation as a responsible tourism destination. However, to ensure lasting success, the rebranding strategy must be balanced, integrating CSR initiatives with transparent, ongoing engagement with stakeholders. This approach not only strengthens the brand's presence in Bali's competitive tourism economy but also provides a model for other post-crisis rebranding efforts in Southeast Asia, where the long-term success of tourism brands depends on their ability to align with local values and engage authentically with all stakeholders.

Conclusion

The study concludes that Atlas Beach Fest's strategic PR initiatives, including name transformation, visual redesign, media engagement, influencer collaborations, and CSR activities, were instrumental in reconstructing its brand image after a reputational crisis. Each strategy played a unique role in the rebranding process: renaming allowed the brand to distance itself from past controversies, while visual redesigns signaled a fresh start. Media engagement, including curated press visits, shifted the narrative from negative to positive, and influencer collaborations helped expand the brand's digital reach, particularly among younger audiences. CSR initiatives further solidified the brand's image as socially responsible, fostering deeper community engagement and rebuilding trust.

For PR professionals, the study offers actionable recommendations for post-crisis rebranding in culturally sensitive environments. Key strategies include using renaming and visual redesigns to disassociate from negative associations, integrating CSR into the brand's core values, and proactively engaging with the media to reshape public perception. Influencer marketing should be strategically used to align with the brand's message and target audience. Future research should focus on longitudinal studies to assess the long-term impact of these strategies on stakeholder loyalty and trust, particularly in Southeast Asian tourism destinations. Additionally, exploring dialogic PR models could offer valuable insights into sustainable rebranding practices that foster two-way communication and long-term brand resilience.

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