

Rebranding Raymond Strategies to Attract Gen Z and Millennial Customers in Market

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Abstract-- As one of India's most iconic heritage brands, Raymond has historically been synonymous with "The Complete Man" a persona deeply rooted in traditional masculinity and formal suiting but the shifting retail landscape, driven by the emergence of Gen Z and Millennial consumers, has necessitated a comprehensive strategic pivot from a legacy fabric manufacturer to a contemporary lifestyle fashion powerhouse. The study examines consumer perception towards the rebranding strategies of Raymond, with special focus on attracting Gen Z and Millennial consumers. The research aims to evaluate the effectiveness of rebranding elements such as product design, communication strategies, digital presence, and modern brand image. Primary data was collected from 68 respondents through a structured questionnaire. The findings reveal that a majority of respondents belong to the 15–25 age group, indicating strong participation from younger consumers. The study shows that Raymond is widely perceived as a premium brand and that respondents positively view its modern image after rebranding. Advertising, product design, quality, and social media presence were identified as major factors influencing consumer perception and purchase decisions. The chi-square analysis revealed no significant relationship between gender and familiarity with the product. Overall, the study concludes that Raymond's rebranding strategies have positively influenced consumer perception and enhanced the brand's appeal among younger audiences, although further improvements in trendiness and digital engagement are required to strengthen market competitiveness..

Keywords-- Rebranding, Consumer Behavior, Gen Z & Millennials, Heritage Branding, Strategic Marketing

I. INTRODUCTION

For decades, the Indian textile and apparel industry has been anchored by heritage names, with Raymond standing as perhaps the most formidable. Since its inception, the brand has cultivated a persona of sophistication and reliability, famously encapsulated in its "The Complete Man" campaign. This branding successfully captured the aspirations of the post-independence Indian male, focusing on formal suiting, premium fabrics, and a traditional definition of masculinity. However, as the global and domestic markets transition into the mid-2020s, the consumer landscape has undergone a seismic shift.

The emergence of Gen Z and Millennials as the primary drivers of consumption has challenged the dominance of legacy brands. Unlike previous generations, these cohorts prioritize versatility, casualization, and brand purpose over rigid formal wear and long-standing tradition. With the rise of global fast-fashion giants and a booming e-commerce ecosystem, the "classic" appeal of Raymond faced the risk of being perceived as stagnant or outdated—the brand of a previous generation.

Recognizing this gap, Raymond has embarked on an ambitious rebranding journey. This transition is not merely cosmetic; it involves a fundamental shift in product architecture, digital presence, and communication strategy. From launching the "Ethnix" line to tap into the modern celebration-wear market to aggressively expanding its "Ready-to-Wear" segments, Raymond is attempting to bridge the gap between its storied past and a tech-savvy, fashion-forward future.

This research seeks to analyze the effectiveness of these strategies. It explores how a heritage giant can retain its core identity—built on trust and quality—while adopting the agility required to satisfy the fluid preferences of younger demographics. By examining Raymond's move toward an omni-channel retail model and its reimagining of "The Complete Man," this study provides a roadmap for how legacy enterprises can survive and thrive in an era of rapid disruption.

II. STATEMENT OF THE PROBLEM

Despite its century-long dominance as India's premier heritage brand, Raymond faces a critical inflection point characterized by a widening gap between its traditional brand identity and the evolving preferences of Gen Z and Millennial consumers. Historically, Raymond's value proposition has been built on "The Complete Man"—a persona synonymous with premium formal fabrics and rigid masculine stereotypes. However, the modern retail environment has shifted toward casualization, digital-first shopping, and fluid fashion aesthetics, leaving legacy brands at risk of being perceived as "outdated" or "ceremonial only."

The core problem this research addresses is the "Legacy Paradox": while Raymond possesses high brand trust and recall, these attributes do not automatically translate into daily relevance for younger cohorts who prioritize fast-fashion agility, sustainability, and omnichannel convenience over heritage and tailored suiting. Furthermore, as global competitors like Zara and H&M capture the "casual-premium" segment, Raymond must reconcile its premium formal-wear roots with the younger generation's demand for lifestyle-oriented, trendy, and affordable offerings.

Consequently, there is a pressing need to evaluate whether Raymond's current rebranding strategies—specifically its product diversification into "Ethnix" and Ready-to-Wear, and its digital transformation—are sufficient to successfully pivot the brand from a legacy textile manufacturer to a contemporary lifestyle choice without alienating its loyal, older consumer base.

III. REVIEW OF LITERATURE

1. *Rebranding Process Model – Goi Chai Lee Goi & Ming Wei Goi (2011):*

This study explains that rebranding is not limited to visual or communication changes but must occur across corporate strategy, organizational culture, and product offerings. The authors argue that successful rebranding requires alignment between internal operations and external messaging. This framework is crucial in understanding why superficial rebranding efforts often fail to rebuild consumer trust.

2. *COVID-19 Marketing Strategy and Consumer Behavior – The Coca-Cola Company (2020):*

This study shows how the brand adapted its marketing during COVID-19 by shifting from traditional promotions to purpose-driven communication. Coca-Cola focused on emotional storytelling, digital engagement, and socially responsible campaigns like "We're All in This Together" to highlight community support. These efforts strengthened brand image and influenced Millennials and Gen Z to prefer the brand, demonstrating that authenticity, emotional connection, and corporate social responsibility are key to effective marketing during crises.

3. *Millennial Engagement through Content and Events – Publishing Perspectives (Year not specified):*

The *Publishing Perspectives* study highlights that Millennials prefer authentic, interactive, and community-driven content over traditional one-way communication. They value direct engagement with creators on platforms like YouTube and communities such as Her Campus.

This generation is skeptical of traditional advertising but responds well to relatable, organic content. The study concludes that brands should focus on authenticity, real-time interaction, and personalized strategies to effectively engage Millennials.

4. *Social Media Marketing, Brand Awareness, and Purchase Intention – Tirtagangga Hot Spring Resort Study (2023):*

the study shows that social media marketing significantly improves brand awareness and brand image among Millennials and Gen Z, but does not directly drive purchase intention. Instead, its influence is indirect, working through these two factors. It also finds that outdated branding and unengaging content reduce audience interest. The study concludes that brands—especially legacy ones—must focus on modern, authentic, and engaging content, as strong brand awareness and image are key to turning digital efforts into actual purchases.

5. *Minimalist Branding and Brand Loyalty – Gilliland (2018); Martens & Moulé (2020); Keller (2001):*

This study finds that minimalist branding alone does not significantly influence brand loyalty ($R^2 = .032$), challenging theories like Self-Congruity Theory and Consumer-Brand Relationship Framework. It also notes issues with measurement reliability, suggesting weak emotional engagement in responses. The study concludes that minimalist design is only a supporting element, and true brand loyalty depends on broader factors like trust, experience, and emotional connection.

6. *Consumer Perception and Brand Trust – Fraile (n.d.):*

This study highlights that consumer perception plays a crucial role in determining buying behaviour. A positive brand image leads to higher customer loyalty, while negative perception can quickly damage trust. The author emphasizes that trust, once broken, is difficult to rebuild, making it essential for companies to maintain a consistent and ethical image in the market.

7. *Comparative studies (Herrity, 2022)*

reveal both similarities and differences between Millennials and Gen Z. While both generations are digitally proficient, environmentally conscious, and supportive of diversity, Gen Z demonstrates a stronger preference for mobile-first interactions and instant communication. Additionally, Gen Z tends to prioritize innovation, flexibility, and entrepreneurial opportunities more than Millennials, who often focus on career advancement and stability.

8. *Digital Marketing Strategies for Millennials and Gen Z – Xiao & Watson (2019); Jesson et al. (2021)*

This study adopts a literature review methodology to analyse prior research, scholarly articles, and credible sources on digital marketing strategies targeting millennials and Gen Z. Data is drawn from recent academic journals and research reports to ensure relevance and timeliness. Thematic analysis is used to identify key trends, behavioural characteristics, and the effectiveness of digital marketing approaches across both generations. The study provides a synthesized understanding and offers strategic recommendations for businesses to enhance engagement with these digitally dominant cohorts.

9. *Social Media Marketing and Brand Perception – Pramadian (2023):*

The study on Tirtagangga Hot Spring Resort finds that social media marketing improves brand awareness and brand image among Millennials and Gen Z, but does not directly affect purchase intention. Instead, its influence is indirect through these factors. It also highlights that outdated digital communication weakens engagement. The study concludes that businesses must use modern, visually appealing content to build a strong brand image and drive consumer decisions.

10. *Emerging Digital Marketing Trends – Wang & Xu (2023); Chaffey & Ellis-Chadwick (2022)*

Recent studies highlight that advanced technologies like AI are improving personalized user experiences and marketing performance. Short-form video content on platforms like TikTok and Instagram has become a major engagement tool. Interactive features such as polls, quizzes, and challenges increase participation, while influencer collaborations boost credibility and reach. Emerging trends like AR, VR, and the metaverse are creating immersive brand experiences, and user-generated content remains essential for building trust and community among younger consumers.

IV. OBJECTIVES OF THE STUDY

- To analyse the awareness and perception of Raymond among Gen Z and Millennials.
- To evaluate the effectiveness of rebranding strategies (design, communication, digital presence) in attracting younger consumers.
- To examine the purchase intention and preference of Gen Z and Millennials towards Raymond after rebranding.

V. SCOPE OF THE STUDY

1. The study focuses on evaluating the shift in brand perception and purchase intent among Gen Z and Millennial consumers towards Raymond, specifically analyzing how the brand has transitioned from a traditional fabric manufacturer to a contemporary lifestyle fashion powerhouse.
2. It includes the assessment of strategic pillars such as product diversification (Ethnix and Ready-to-Wear), digital ecosystem integration (omni-channel and social commerce), and the modernization of the "The Complete Man" narrative to align with younger values of fluidity and casualization.
3. Provides actionable insights for legacy heritage brands to bridge the generational gap, offering strategies to enhance market relevance, strengthen digital engagement, and maintain a competitive edge against global fast-fashion rivals in the Indian retail market.

VI. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design, which is highly suitable for examining the awareness, perception, and purchase behaviour of Gen Z and Millennial consumers towards Raymond. This approach helps in systematically describing and analyzing consumer attitudes without influencing or manipulating any variables. It enables a detailed understanding of how younger consumers perceive the brand and respond to its rebranding efforts.

The design also facilitates the evaluation of key determinants such as product design, brand communication, digital presence, and overall brand image, and their effectiveness in attracting the target audience. Furthermore, it provides insights into how these factors influence consumer preferences, satisfaction levels, and purchase intention. By focusing on real-time opinions and behaviours, the descriptive design ensures a realistic and practical understanding of market dynamics.

Sample Size and Sampling Technique

The study was conducted with a sample size of 68 respondents, representing Gen Z and Millennial consumers, who form the primary target audience for Raymond's rebranding strategy. The respondents were selected based on their awareness of fashion brands and their engagement with both online and offline shopping platforms.

A convenience sampling technique was adopted, where participants were chosen based on their availability and willingness to respond, due to time and accessibility constraints.

The sample mainly consisted of individuals within the 18–35 age group, ensuring alignment with the research objectives focused on younger consumers.

Although convenience sampling may limit the generalizability of the findings to the entire population, it is appropriate for this study as it provides quick, cost-effective, and relevant insights into consumer perception, awareness, and purchase intentions regarding Raymond’s rebranding among Gen Z and Millennials.

Data Collection Method

Primary data was collected through a structured questionnaire, designed specifically to gather relevant information from Gen Z and Millennial respondents. The questionnaire included both closed-ended and scaled questions to ensure ease of response and accurate data collection.

It covered key areas such as brand awareness, brand perception, effectiveness of rebranding strategies (including product design, communication, and digital presence), customer satisfaction, and future purchase intention towards Raymond. The use of a structured format ensured consistency in responses and made the data suitable for statistical analysis.

Statistical Tools Used

Percentage analysis: Percentage analysis was used to calculate and interpret the distribution of responses. It helped in understanding patterns related to brand awareness, perception, rebranding effectiveness, and purchase behaviour of Gen Z and Millennials. This method allows for easy comparison across different categories and simplifies data interpretation.

Chi square test: The Chi-square test was applied to examine the association between demographic variables (such as age and gender) and factors like brand perception and purchase intention. It helped determine whether there is a significant relationship between variables or if they are independent of each other.

VII. DATA ANALYSIS AND INTERPRETATION

TABLE I: AGE OF THE RESPONDENTS

Age	No. of Respondents	Percentage
15 - 25	50	74.6%
26 - 35	8	10.4%
36 - 45	5	7.5%
46 Above	5	7.5%
Total	68	100%

Interpretation: Most respondents belong to the 15–25 age group, showing strong Gen Z representation.

TABLE II: GENDER OF THE RESPONDENTS

Gender	No. of Respondents	Percentage
Male	28	41.2%
Female	39	57.4%
Others	1	1.5%
Total	68	100%

Interpretation: Female respondents form the majority of the sample.

TABLE III: OCCUPATION OF THE RESPONDENTS

Occupation	No. of Respondents	Percentage
Employee	12	17.6%
Business Men/Women	8	11.8%
Students	45	66.2%
Others	3	4.4%
Total	68	100%

Interpretation: Most respondents are students, reflecting youth preferences.

TABLE IV: SOURCE OF BRAND AWARENESS

Source	No. of Respondents	Percentage
Friends & Family	27	39.7%
Social Media	15	22.1%
TV Ads	14	20.6%
Stores	12	17.6%
Total	68	100%

Interpretation: Friends and family are the major source of brand awareness.

TABLE V: FAMILIARITY WITH THE BRAND

Particulars	No. of Respondents	Percentage
Very Familiar	18	26.5%
Familiar	27	39.7%
Neutral	23	33.8%
Not Familiar	0	0%
Total	68	100%

Interpretation: Most respondents are familiar with the brand.

TABLE VI: PERCEPTION OF RAYMOND BRAND

Particulars	No. of Respondents	Percentage
Traditional	13	19.1%
Premium	42	61.8%
Modern	9	13.2%
Outdated	4	5.9%
Total	68	100%

Interpretation: Raymond is mainly perceived as a premium brand.

TABLE VII: BRAND IMAGE RATING

Ratings	No. of Respondents	Percentage
1	0	0%
2	1	1.5%
3	12	17.6%
4	25	36.8%
5	30	44.1%
Total	68	100%

Interpretation: Most respondents rated the brand image positively.

TABLE VIII: CUSTOMER OPINION TOWARDS THE BRAND

Particulars	No. of Respondents	Percentage
Strongly Agree	16	23.5%
Agree	47	69.1%
Disagree	4	5.9%
Strongly Disagree	1	1.5%
Total	68	100%

Interpretation: Majority of respondents have a positive opinion about the brand.

TABLE IX: CUSTOMER SATISFACTION RATING

Ratings	No. of Respondents	Percentage
1	2	2.9%
2	6	8.8%
3	23	33.8%
4	18	26.5%
5	19	27.9%
Total	68	100%

Interpretation: Respondents show moderate to positive satisfaction levels.

TABLE X: ATTRACTIVENESS OF SOCIAL MEDIA PRESENCE

Particulars	No. of Respondents	Percentage
Strongly Agree	18	26.5%
Agree	37	54.4%
Disagree	12	17.6%
Strongly Disagree	1	1.5%
Total	68	100%

Interpretation: Most respondents find the social media presence attractive.

TABLE XI: MODERN IMAGE AFTER REBRANDING

Particulars	No. of Respondents	Percentage
Strongly Agree	14	20.6%
Agree	45	66.2%
Disagree	6	8.8%
Strongly Disagree	3	4.4%
Total	68	100%

Interpretation: Most respondents feel Raymond appears modern after rebranding.

TABLE XII: COMPARISON WITH COMPETITORS

Particulars	No. of Respondents	Percentage
More Trendy	10	14.7%
Similar	41	60.3%
Less Trendy	15	22.1%
Outdated	2	2.9%
Total	68	100%

Interpretation: Most respondents consider Raymond similar to competitors.

TABLE XIII: FACTORS INFLUENCING BRAND PERCEPTION

Particulars	No. of Respondents	Percentage
Product Design	19	27.9%
Advertising	21	30.9%
Celebrity Endorsement	14	20.6%
Store Experience	14	20.6%
Total	68	100%

Interpretation: Advertising and product design are the major influencing factors.

TABLE XIV: RECENT PURCHASE OF RAYMOND PRODUCTS

Particulars	No. of Respondents	Percentage
Yes	35	51.5%
No	33	48.5%
Total	68	100%

Interpretation: More than half of the respondents recently purchased Raymond products.

TABLE XV: FUTURE PURCHASE INTENTION

Particulars	No. of Respondents	Percentage
Very Likely	19	27.9%
Likely	24	35.3%
Sometimes	19	27.9%
Rarely	6	8.8%
Total	68	100%

Interpretation: Most respondents show positive future purchase intention.

TABLE XVI: FACTORS AFFECTING PURCHASE DECISION

Particulars	No. of Respondents	Percentage
Price	11	16.2%
Style	20	29.4%
Brand Image	16	23.5%
Quality	21	30.9%
Total	68	100%

Interpretation: Quality and style are key factors affecting purchase decisions.

TABLE XVII: WILLINGNESS TO RECOMMEND THE BRAND

Ratings	No. of Respondents	Percentage
1	0	0%
2	5	7.4%
3	19	27.9%
4	18	26.5%
5	26	38.2%
Total	68	100%

Interpretation: Most respondents are willing to recommend the brand.

TABLE XVIII: PERCEPTION AFTER REBRANDING

Particulars	No. of Respondents	Percentage
Improved	35	51.5%
Stayed Same	19	27.9%
Worsened	3	4.4%
Satisfied	11	16.2%
Total	68	100%

Interpretation: Most respondents feel the brand image improved after rebranding.

VIII. CHI-SQUARE ANALYSIS FOR GENDER VS FAMILIARITY WITH PRODUCT

Null Hypothesis (H₀)

There is no significant relationship between gender and familiarity with the product.

Alternative Hypothesis (H₁)

There is a significant relationship between gender and familiarity with the product.

TABLE XIX: GENDER VS FAMILIARITY WITH PRODUCT

Gender	Very Familiar	Familiar	Neutral	Not Familiar	Total
Male	7	11	10	0	28
Female	11	16	12	0	39
Others	0	0	1	0	1
Total	18	27	23	0	68

Chi-Square Test	
Particulars	Value
Calculated Chi-Square Value (χ^2)	1.87
Degrees of Freedom (df)	3
Level of Significance (α)	0.05
Table Value	7.81

Decision

Since the calculated value (1.87) is less than the table value (7.81), the Null Hypothesis (H₀) is accepted.

Interpretation

There is no significant relationship between gender and familiarity with the product. Gender does not significantly influence the familiarity level of respondents toward Raymond products.

IX. MAJOR FINDINGS

- The majority of respondents (74.6%) belong to the 15–25 age group, indicating strong participation from Gen Z consumers.
- Female respondents (57.4%) form the majority of the sample.
- Most respondents are students (66.2%), showing that the study mainly reflects youth preferences and opinions.
- Friends and family (39.7%) are the major source of brand awareness, highlighting the importance of word-of-mouth influence.
- A majority of respondents are familiar with the Raymond brand, indicating strong brand awareness in the market.
- Raymond is mainly perceived as a premium brand (61.8%), reflecting its strong reputation and quality image.
- Most respondents rated the brand image positively, with high ratings of 4 and 5 dominating the responses.
- The majority of respondents have a positive opinion about Raymond and show moderate to high satisfaction levels.
- Most respondents find Raymond’s social media presence attractive, indicating the effectiveness of its digital engagement strategies.
- A majority of respondents agreed that Raymond appears more modern after rebranding, showing the positive impact of the rebranding strategy.
- Advertising and product design are the most influential factors affecting brand perception among consumers.
- Quality and style are the major factors influencing purchase decisions.
- More than half of the respondents recently purchased Raymond products, indicating active consumer engagement.
- Most respondents showed positive future purchase intention and willingness to recommend the brand to others.
- The chi-square analysis revealed that there is no significant relationship between gender and familiarity with the product.

X. SUGGESTIONS

- Raymond should strengthen its digital marketing strategies through engaging social media campaigns, influencer collaborations, and interactive online content to attract younger consumers.
- The company should introduce more trendy and contemporary fashion designs to enhance its appeal among Gen Z and Millennial customers.
- Raymond can improve its differentiation from competitors by focusing on innovative branding and unique product positioning.
- The brand should continue emphasizing product quality while maintaining stylish and modern collections.
- Celebrity endorsements and collaborations with youth icons can help improve brand visibility and market reach.
- Raymond should enhance customer engagement through personalized promotions, loyalty programs, and online shopping experiences.
- The company should focus on creating stronger emotional connections with customers through storytelling and value-based branding.
- Store experiences can be modernized with better visual merchandising, technology integration, and customer interaction.
- The brand should conduct regular consumer feedback surveys to understand changing customer preferences and expectations.
- Raymond should focus on converting neutral consumers into loyal customers through consistent communication and customer satisfaction initiatives.

XI. CONCLUSION

The study concludes that the rebranding strategies of Raymond have positively influenced consumer perception, especially among younger audiences. The findings indicate that the brand is widely recognized as premium, modern, and trustworthy. Rebranding efforts related to advertising, product design, and digital presence have successfully improved the brand image and increased customer engagement. Most respondents expressed positive opinions, satisfaction, and future purchase intentions toward Raymond products.

However, the study also highlights that Raymond is still perceived as similar to competitors in terms of trendiness, indicating the need for more innovative and fashion-forward strategies.

Strengthening social media engagement, introducing contemporary designs, and improving customer interaction can further enhance the brand's appeal among Gen Z and Millennial consumers. Overall, the study confirms that Raymond's rebranding strategy has been effective in strengthening brand perception and maintaining competitiveness in the modern fashion market.

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