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School of Business and Management

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Roope Toivola

BRAND REVITALIZATION PROCESS IN THE CONTEXT OF FINNISH BEVERAGE IN-DUSTRY

1st Supervisor: Professor Olli Kuivalainen, LUT

2nd Supervisor: Professor Sami Saarenketo, LUT

ABSTRACT

Author's name:	Toivola, Roope Jalmar Pietari
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The purpose of this qualitative research is to enhance the knowledge of the brand revitalization phenomenon and seek new insights by studying how the brand revitalization process is managed in the Finnish beverage industry. Four beverage brands which have gone through a brand revitalization process in the 2010s are studied with multiple-case study method. A framework illustrating how the brand revitalization is managed will be developed and earlier concepts and theories discussed with respect to the findings of this research.

There exist numerous possible reasons for the need to revitalize a brand. Alike, various different actions can be taken in order to revitalize a brand depending on the case. According to brand equity and customer based brand equity theories, brand management is about managing brand equity. Brand revitalization is about creating new sources of brand equity or refreshing old ones. The revitalization process should begin with accurate assessment of the current sources of brand equity and the reasons for the brand decline. The choice of possible revitalization approaches to adopt and actions to take should be based on the results of this assessment.

The results of this research revealed that after some initial factor drives the company to consider brand revitalization, brand audit and consumer research are conducted to determine the current state of the brand. Next, the revitalized new brand positioning is determined and revitalization plan created. Different actions to expand the brand awareness, improve the brand image, and optimize target markets are taken according to the plan to achieve the new desired brand positioning. Internal marketing, clear brand guidelines, measuring marketing campaigns, and monitoring brand equity are used to control and monitor the revitalized brand and to make sure it stays integrated and consistent.

TIIVISTELMÄ

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Tämän kvalitatiivisen tutkimuksen tarkoitus on pyrkiä laajentamaan ymmärrystä brändin uudistamisesta tutkimalla miten brändejä on uudistettu suomalaisessa juomateollisuudessa. Tätä ilmiötä tarkastellaan tekemällä monitapaustutkimus neljästä 2010-luvulla uudistetusta brändistä. Tutkimuksen tulosten analysoinnin pohjalta luodaan viitekehys, joka pyrkii kuvaamaan brändin uudistusprosessia. Lisäksi tarkastellaan aikaisempia brändin uudistusmalleja sekä teorioita tämän tutkimuksen tulosten valossa.

On olemassa useita mahdollisia syitä miksi brändi pitäisi uudistaa. Yhtä lailla, useita eri keinoja voidaan tapauksesta riippuen käyttää brändin uudistamiseksi. Brändipääomateorian teorian mukaan brändin hallinta on brändipääomien hallintaa. Brändin uudistamisessa on kyse uusien brändipääomien luomisesta tai menetettyjen brändipääomien takaisin saamisesta. Brändin uudistusprosessi tulisi aloittaa selvittämällä tarkasti mitkä seikat ovat aiheuttaneet tilanteen, jossa brändiä täytyy uudistaa, sekä mitkä ovat sen hetkiset brändipääomat. Mahdollisten brändin uudistamismenettelytapojen sekä toimien valinnan tulee perustua tämän selvityksen löydöksiin.

Tutkimuksen tulokset osoittavat, että aluksi jokin tekijä ajaa yrityksen harkitsemaan brändin uudistamista, jonka jälkeen yritys pyrkii selvittämään brändin sen hetkisen tilan mahdollisimman tarkasti kuluttaja- ja brändimutkimusten avulla. Seuraava vaihe on määrittää uusi tavoiteltava brändipositionti sekä luoda uudistussuunnitelma. Tavoiteltavan positioinnin saavuttamiseksi tehdään suunnitelman mukaisesti erilaisia toimia brändin tunnettuuden ja imagon parantamiseksi, sekä kohderyhmän optimoimiseksi. Yrityksen sisäinen markkinointi, selkeät brändiohjesäännöt, markkinointikampanjoiden mittaaminen, sekä brändipääoman monitorointi ovat keinoja, joilla varmistetaan, että uusittu brändi pysyy kontrolloituna, integroituna sekä johdonmukaisena.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1. INTRODUCTION

Brands and branding have received more and more academic and practical attention in the past few decades. In today's highly competitive markets brand is a very strong differentiating tool and can even be seen as the most valuable asset that a company has. However, there are millions of different brands in the global markets and not enough space for all of them in the customers' minds or retailers' shelves. (Lehu, 2004) Brands compete for consumers' attention with other brands through the entirety of their existence and most of the brands face the problem of brand ageing at some point (Kolbl et al., 2015). The many changes in the marketing environment make the brand management a challenging task (Keller, 1999). In fact most of the new brands introduced to the markets fail and disappear within a year (Lehu, 2004). Brand equity should thus be actively managed over time (Keller, 1999) and revitalized in the case of brand decline, in order to sustain the success of the brand (Kolbl et al., 2015).

Brand revitalization is a different process than brand creation because it focuses on changing existing perceptions among consumers instead of creating a new brand with optimal brand image and associations. It also involves a change in the positioning of the brand instead of just selecting a wanted position for a new brand. (Andrews & Kim, 2007) Brand equity should be actively monitored and, in the case of brand decline, figure out the reasons for the brand decline and revitalize the brand early on, instead of milking the brand, in order to avoid or reverse a damaging outcome. (Sunil & Chiranjeev, 2009) It is usually harder and more costly to try to create and launch a new brand than to revitalize an existing one. Thus, it is important to revitalize the brand when signs of brand decline and ageing appear and no to let the brand continue further on the road to perdition. (Lehu, 2004)

GM's Oldsmobile and Cadillac are examples of brands that were declining for a long time. They both faced serious issues in the late 20th century because of the increased competition. Oldsmobile's once successful brand image had diluted, and in spite of efforts to revitalize the brand, GM eventually had to retire it from the markets. However, perhaps because of the lessons they learned from Oldsmobile's case, GM was later successful in repositioning and revitalizing Cadillac. In 2008 Cadillac was again rated more favorably than the best German or Japanese brands in the USA. (Sunil & Chiranjeev, 2009)

However, brand revitalization should be started before facing a serious crisis situation. Many big global brands like Guinness, Coca-Cola and Kellogg's have an iconic status but, in fact, if

looked upon, their marketing have changed a lot over the years (Reddy et al., 2016) Another example of a brand which was revitalized on time before facing serious crisis is McDonald's. McDonald's revitalized its brand in the early 2000s with the aim of becoming appealing to all those with young spirited heart, instead of appealing just to children and their families. (King, 2009) In fact, all robust brands need to evolve and be revitalized if needed over the years in order to remain successful and desirable (Kaikati & Kaikati, 2003). Merrilees (2005) even claims that brand revitalization should be called brand evolution because it is a necessary component of any successful marketing strategy for any brand.

Despite of the obvious importance of brand revitalization, the academic literature about the phenomenon is surprisingly limited. The debate is broad and lacks specific principles to manage brand revitalization (Merrilees, 2005), and even the definition of brand revitalization isn't consistent in the professional literature (Kolbl et al., 2015). There is little emphasis in the literature about how to revitalize a brand that consumers perceive negatively and most studies about the brand revitalization in general are conceptual in nature. The empirical studies about brand revitalization are limited. (Andrews & Kim, 2007)

This study aims at finding new insights and improving the knowledge of the brand revitalization phenomenon. The study reviews relevant literature of the topic and conducts an empirical research about how the brand revitalization process is managed in the context of Finnish beverage industry. This study seeks to provide new academic insights and managerial implications about the phenomenon of brand revitalization process, of which the empirical studies are limited. A framework describing the brand revitalization process is developed by analyzing the empirical data collected from four Finnish beverage brands.

1.1.   Research questions

Most studies that deal with brand revitalization are conceptual in nature and empirical studies with a brand revitalization focus are limited (Andrews & Kim, 2007). The aim of this research is to enhance the knowledge of the brand revitalization phenomenon and seek new insights by studying how the brand revitalization process is managed in the Finnish beverage industry. The study is focused on Finnish beverage brands which have gone through a brand revitalization process in the past few years. Hence, to accomplish the aim of the research, the main research question is:

How is the brand revitalization process managed in the Finnish beverage industry?

In order to answer the main research question thoroughly, several sub-questions are needed. Brand revitalization is a process which is needed when the brand is in the decline (Kolbl et al., 2015). Even well-known brands may decline as a result of numerous different factors (Sunil & Chiranjeev, 2009). Sometimes, for example when the markets change radically, even the best practices of managing and reinforcing brand equity don't help and it is time for change (Keller, 1999). All brands risk the chance that they will lose their vitality, no matter how successful or strong they may be (Dev & Keller, 2014). To be able to answer the research question, there is also a need to identify the factors causing the need for revitalization, and consequently understand why the process was started to begin with. Thus, the first sub-question is:

Sub-question 1: ***Which factors cause the need for brand revitalization process?***

The revitalization and possible repositioning of the brand should be a strategic process with the understanding of the reasons for the brand decline, well considered choices and actions, and clear and well defined goals, not common sense tactics based on a personal feeling (Lehu, 2004). Thus, a carefully planned revitalization strategy should be designed to minimize the risks (Collange & Bonache, 2015). Therefore, how the Finnish beverage companies have planned their revitalization process will be looked upon as well. The second sub-question is:

Sub-question 2: ***How is the brand revitalization process planned?***

Two main approaches exist to create new sources of brand equity or refresh old ones. The first is to expand the breadth and depth of brand awareness. The other approach is to improve the brand image by enhancing the favorability, uniqueness and strength of the existing or new brand associations. Another approach which should be considered when revitalizing a brand is to rethink and optimize the brand's target markets and segments. (Keller, 1999) Thus, the third sub-question is:

Sub-question 3: ***What approaches are used to revitalize the brand?***

There is no unique solution to revitalize a brand. Various different actions can be taken depending on the case. (Lehu, 2004). Anything that makes the consumer be exposed or experience the brand has the potential to have an effect on brand equity (Keller, 1993). Most studies addressing brand revitalization are conceptual in nature and there exists only limited number of empirical studies with a brand revitalization focus (Andrews & Kim, 2007). Therefore, it is

interesting to find out what concrete actions the Finnish beverage companies have taken to revitalize their brands with the chosen approach. The fourth sub-question is:

Sub-question 4: *What concrete actions are taken to revitalize the brand?*

However, after choosing the brand revitalization approach and taking concrete actions, the re- vitalization process is not over. Companies need to monitor brand image and brand awareness as well as look for changes in customer perceptions and take corrective actions if needed (Sunil & Chiranjeev, 2009). Brand knowledge (associations and image) and its changes should be measured regularly to see which marketing mix actions are providing the desired results (Keller, 1993). Those parts of marketing program which are making a strong contribution to brand eq- uity should be protected (Keller, 1999). Consequently, the fifth sub-question is:

Sub-question 5: *How is the revitalization process controlled and monitored?*

1.2. Literature review

The survival of companies in the marketplace depends on how they can adapt to changing regulations, markets, lifestyles, and economic and technological reforms. Brand revitalization differs from new brand creation because it is about changing the current perceptions of con- sumers about the brand, instead of just creating a new brand with appropriate brand image and associations. It usually includes a change in the positioning of the brand. However, there is little emphasis on strategies and processes about how to revitalize a brand that consumers perceive negatively in the academic literature.

David Aaker (1991) presented the idea of brands consisting of brand equity. The concept was adopted and accepted by numerous academics like Biel (1992) and has gotten empirical evi- dence (for example Faircloth et al., 2001, Pappu et al., 2005, Stahl et al., 2012). Keller (1993), basing on the Aaker's brand equity concept, conceptualized customer based brand equity. He defined it as "the differential effect of brand knowledge on consumer response to the marketing of the brand. A brand has positive (negative) CBBE when consumers react more (less) favor- ably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to fictitiously named or unnamed version of the product or service." (Keller, 1993)

Since then numerous different academics have written with brand equity focus but the main brand elements discussed seem to be those that Keller included in his concept of customer based brand equity (1993): brand awareness (brand recall and brand recognition) and brand image (brand associations and brand attitude). Instead of brand image some authors (like Aaker, 2010) talk about brand identity but the underlying ideas seem to be the same. Thus, customer based brand equity is taken as the theoretical context of this study.

Brand revitalization was first discussed by Berry (1988) who presented his seven-step brand revitalization framework. Since then different academics have written about brand revitalization more or less through the customer based brand equity lenses.

Ewing (1995) studied Mazda's brand revitalization in South Africa and found out that a successful repositioning can turn the brand's fortunes around. He discovered that once successful and salient brand associations can lose their significance as time progresses and new core associations may have to be linked to the brand in order to improve its image and successfully revitalize a brand. (Ewing, 1995) Wansink (1997) presented how a declining consumer goods brand can be revitalized. His suggestions were mainly related on how to enhance the brand awareness – he discussed how to improve the depth and breadth of brand awareness and gave numerous examples of how to increase the quantity and frequency of consumption. (Wansink, 1997)

Keller's (1999) conceptual paper about brand reinforcement and brand revitalization is based on the customer based brand equity concept he presented in 1993. He presents comprehensive frameworks for both brand reinforcement and brand revitalization based on a solid theoretical background. His paper includes suggestions about how to improve both brand awareness and brand image, and examples of target market optimization. (Keller, 1999) Wansink & Huffman (2001) give suggestions about how to revitalize mature packaged goods brands, including actions related to brand awareness and brand image.

Lehu (2004) presented his causes-remedies decision-making chart for revitalizing a brand. He interviewed 37 experts who had been involved in a brand revitalization process to find out the possible reasons for brand decline and possible approaches to overcome these reasons, and to revitalize a brand. (Lehu, 2004) Bellman's (2005) paper presents how even a once successful but nowadays dormant brand may be revitalized and brought back to markets. Merrilees (2005) highlighted the importance of brand revitalization as a necessary part of any successful

marketing strategy and claimed that it should even be called brand evolution because it is continuous actions instead of a single individual process.

Another comprehensive academic paper on brand revitalization was presented by Sunil & Chiranjeev (2009). They gave suggestions about how to revitalize all the different parts of customer based brand equity. Dev & Keller (2014) presented a case study of a brand revitalization process taken by an Indian hotel brand. Based on the findings of the case study, they presented a seven-step framework for brand revitalization process. (Dev & Keller, 2014) In a recent study of brand revitalization of two Slovenian brands (Kolbl et al., 2015) the authors called for a future study of brand revitalization which would study more than two brands.

Before this study, there exists some brand revitalization frameworks but the empirical evidence is limited. Many papers give some examples of single actions that certain brands have taken in order to revitalize their brands but in depth studies of brand revitalization processes are rare. The literature reveals only few general frameworks for recovering a brand and most studies that deal with brand revitalization are conceptual in nature and empirical studies with a brand revitalization focus are limited (Andrews & Kim, 2007).

1.3.   Theoretical framework

The theoretical framework of this research is derived from the literature review. The central concepts, phenomena and context of the study are illustrated in the theoretical framework. The framework is presented in figure 1.

The underlying theory, upon which all the following brand theories and concepts used in this research are based on, is the theory of brand equity. According to Aaker (1991), brands consist of brand equity. Brand equity can be divided in five different categories: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets (patents, trademarks, channel relationships etc.). (Aaker, 1991) As this research focuses on fast-moving consumer goods brands (Finnish beverage brands), the customer based brand equity model is used as a basis when explaining brand management and its two components: brand reinforcement and brand revitalization. Customer based brand equity appears when the consumer is familiar with the brand and has some strong, favorable and unique brand associations in his

memory. Customer based brand equity thus is generated by customers' brand knowledge which consists of brand awareness and brand image. (Keller, 1993)

As the customer based brand equity is taken as the theoretical context of this study, brand management is seen as managing (customer based) brand equity. Brand equity can be managed by managing the independent constructs (brand image and awareness) that build up the brand equity (Faircloth et al., 2001). "Brand equity must be actively managed over time by reinforcing the brand meaning and, if necessary, by revitalizing the brand" (Keller, 1999). Thus, the brand equity management consists of two components: brand reinforcement and brand revitalization.

Brand reinforcement is about protecting or strengthening the existing sources of brand equity (Keller, 1999). The entire marketing program should be coordinated to create strong, consistent and coherent brand associations and brand image: all kinds of marketing methods can be used as long as they have the same strategic goal: enhancing the reinforcement or creation of the same desired, strong and unique, and preferably congruent brand associations. (Keller, 1993)

The focus of this research is, however, on the other component of brand equity management; brand revitalization. Brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market (Merrilees, 2005), by obtaining new sources of brand equity or by recapturing lost ones (Keller, 1999). Brand revitalization is a process which is needed when the brand is in the decline. To successfully implement the revitalization process the core of the brand must be clearly defined. The acute and latent signs of brand aging must be recognized and suitable brand revitalization elements and strategies implemented. (Kolbl et al., 2015)

The brand revitalization process illustrated in the theoretical framework is based on Berry's (1988), Keller's (1999), Lehu's (2004) and Dev's & Keller's (2014) brand revitalization frameworks and on numerous different brand revitalization articles presented in the academia. There exists no consistent definition of brand revitalization in the literature and the different suggestions vary greatly from author to author (Kolbl et al., 2015). However, some main themes of the brand revitalization process seem to be consistent.

First of all, the decision to revitalize a brand should be based on facts (for example dropping sales or brand awareness, or declining brand image). Then a thorough investigation of the brand (brand audit) should be conducted to find out the reasons for the brand decline and the current sources of brand equity. Depending on the findings of the brand audit it must be decided

either to keep the existing brand positioning and use brand reinforcement approaches or to change the brand positioning and start the brand revitalization process. Planning the revitalization process should be a strategic exercise based on the findings of the brand audit. Next the possible brand revitalization approaches must be chosen. There are three main approaches to revitalize a brand and refresh the old sources of brand equity or create new sources of brand equity: expanding brand awareness, improving brand image and optimizing target markets. Expanding brand awareness can be achieved by either improving the breadth or depth of brand awareness. Brand image can be improved by getting back lost sources of brand equity or creating completely new sources of brand equity. Optimizing target markets include possible choices about retaining existing customers, recapturing lost customers and identifying neglected segments and recapturing new customers. After deciding which approach(es) to follow the company must develop a plan of concrete actions to take in order to achieve the desired outcome. Finally, it is very important to control and monitor the revitalization efforts to make sure that the revitalization process is actualizing as planned, and take corrective actions if needed.
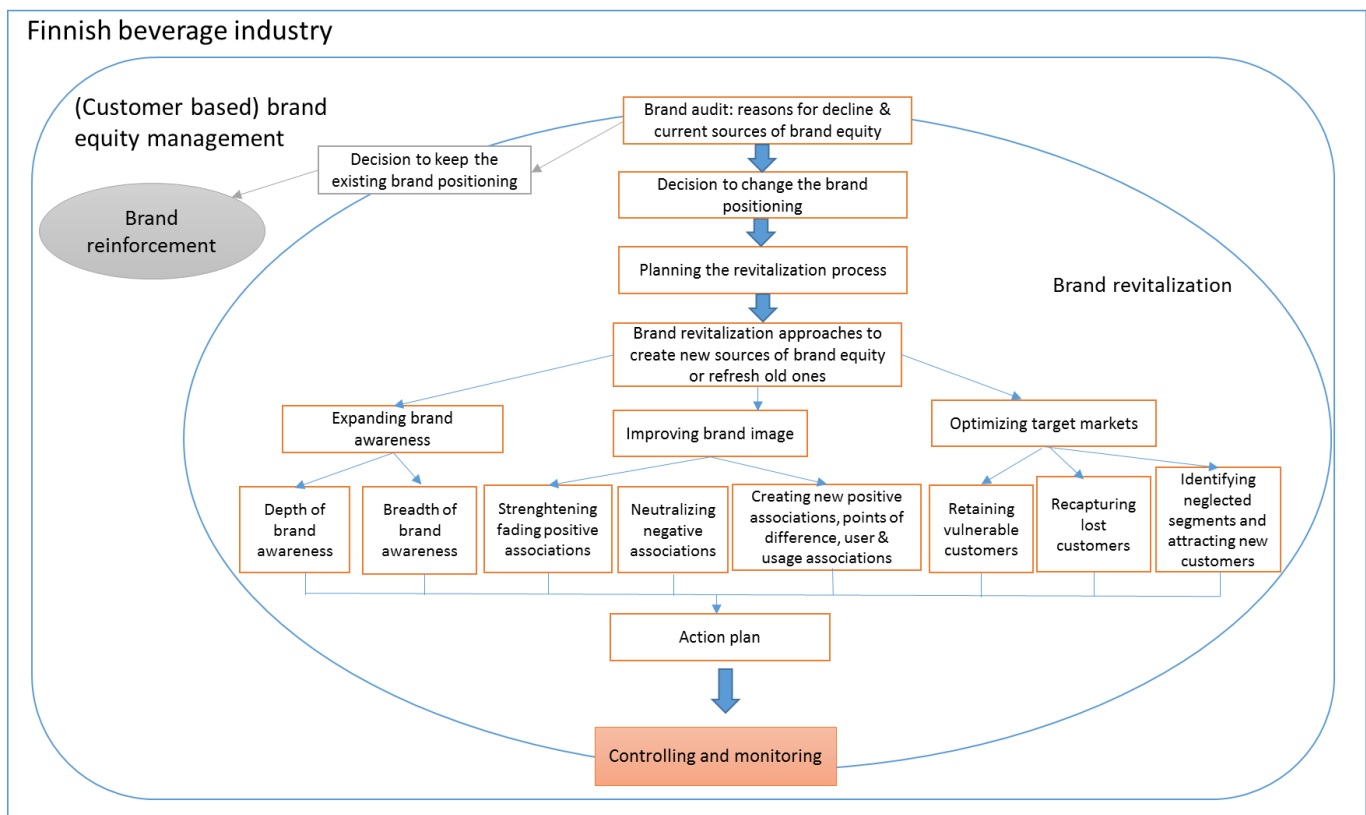
Figure 1. Theoretical framework

1.4. Definitions and delimitations

This study focuses on consumer goods brands which have gone through a brand revitalization process in the 2010s. The focus of this multiple case study is also limited to Finnish beverage industry. This methodological delimitation makes the research of the phenomenon more accurate. In addition the results of this research are probably more valid when the studied brands are somewhat similar. This research is also limited to study the brand revitalization process only from the companies' perspective. Brand managers are the main source of information and as the main purpose is to improve the knowledge of the brand revitalization process per se, the opinions and reactions of consumers are not included in this study.

Due to the abductive research approach of this study no possible theories were excluded beforehand. However, as the focus of this research is the revitalization process of consumer goods brands, the main theories used as the blueprint of this research were derived from customer based brand equity- and product branding literature.

The following list includes short definitions and descriptions of the crucial terms related to this study. This prevents misunderstandings and improves readers' understanding of the used terminology. The definitions are derived from academic literature.

Brand: "A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (AMA, 2016)

Brand equity: Brand consists of brand equity which can be divided into five different categories: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets (patents, trademarks, channel relationships etc.). (Aaker, 1991, 15-21)

Customer based brand equity: "The differential effect of brand knowledge on consumer response to the marketing of the brand. A brand has positive (negative) CBBE when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to fictitiously named or unnamed version of the product or service." (Keller, 1993)

Brand awareness: Brand awareness is the customers' performance of brand recall and brand recognition. (Keller, 1993)

Brand image: Brand image is the set of brand associations held in consumers' memory and linked to the brand – of varying strength, favorability and uniqueness. (Keller, 1993)

Brand reinforcement: Brand reinforcement is about protecting or strengthening the existing sources of brand equity. (Keller, 1999)

Brand revitalization: "Brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market (Merrilees, 2005), by obtaining new sources of brand equity or by recapturing lost ones to achieve the intended positioning (Keller, 1999)".

Brand audit: Brand audit is a comprehensive screening of the different sources of brand equity (Lehu, 2004, Keller, 1999).

Brand revitalization approaches: The strategy/approach to create new sources of brand equity or to recapture lost ones. Three different approaches possible: expanding brand awareness, improving brand image and optimizing target markets. (Keller, 1999)

1.5.   Research methodology

This research aims at improving the knowledge of the brand revitalization process of which there is only limited amount of empirical research. This research studies this phenomenon in the context of Finnish beverage industry. An abductive approach is taken because it gives the possibility to capture the systematic character of both theoretical models and empirical world (Dubois & Gadde, 2002). The theoretical part of this research is conducted by a literature review of the academic literature concerning brand revitalization. However, as the understanding of the topic improves during the process, eligible additional theories are also applied to interpret empirical findings.

Qualitative method and multiple-case approach is used to conduct the empirical part of the research. The chosen approach suits the aim of this research well because case study is an empirical research of a phenomenon in its real-life context (Yin, 2003, 13) and the multiple-case design generates more convincing and generalizable conclusions (Yin, 2003, 46; Saunders, Lewis & Thornhill, 2009, 146-147). Four Finnish beverage brands that have gone through a brand revitalization in the 2010's are studied by using the case method. Four semi-structured interviews with the brand managers of the case companies are conducted. Data triangulation is used to enhance the richness of the data (Lee & Lings, 2008, 239) by complementing the primary data collected through the interviews with secondary data from news articles, company press releases, company web pages, journal articles and internal company documents. The

data gathered is transcribed, coded and analyzed with the help of CAQDAS NVivo which in-creases the transparency and methodological rigor of the research (Saunders, Lewis & Thorn-hill, 514). A more detailed description of the research methodology is presented in chapter five.

1.6.   Structure of the study

The structure of this study is divided into five main parts: introduction, literature review/theoret-ical part, research methodology, research results and analysis, and conclusions and discussion. The first chapter is introduction in which the background of this research is explained and topic selection justified. It also presents the research questions of this study, overview of literature review, theoretical framework used, definitions of key terms, delimitations, and brief presenta-tion of the research methodology.

The second part is the literature review/theoretical part. It presents the literature related to the topic of this research. Brand, brand equity and customer based brand equity and its underlying constructs are discussed. This is followed by a chapter presenting brand management in gen-eral, brand reinforcement and the fine tuning of marketing program. Brand revitalization pro-cess, even though it is a component of brand management, has its own chapter dedicated to cover it comprehensively, as it is the main focus of this research. Sub chapters for reasons for brand decline, brand revitalization process frameworks, benefits of brand revitalization, plan-ning of the brand revitalization process, brand revitalization approaches, and the implementing, controlling and monitoring of the brand revitalization process are provided.

The third part of this study discusses the research methodology in detail. Research approach, research design, case selection and case descriptions, data collection, and data analysis are opened up. The fourth part is focused on data analysis and presenting the results of the empir-ical study. The fifth and final part includes conclusions, discussion, limitations of the study, and future research suggestions.

2. BRAND & BRAND EQUITY

There has been a growing realization that brands are one of the most valuable and important intangible assets that firms possess and as a result branding has become a top management priority (Keller & Lehmann, 2006). Some even say that brand is often the most valuable individual asset for a company (Lehu, 2004, Sunil & Chiranjeev, 2009). Partly driven by this strong industry interest, a lot of different brand related topics have been explored by academic researchers (Keller & Lehmann, 2006).

This chapter starts with a sub chapter briefly covering what is written about the concept of brand in general. This is followed by sub chapters presenting the underlying theories used in this research – brand equity and customer based brand equity and its two constructs brand awareness and brand image.

2.1. Brand

Brands and branding have been around since the ancient times when potters signed their pots in order to differentiate their products from other potters' products. The term brand originates from the ranchers who marked their cattle with their own brand. (Von Herzen, 2006, 17-19) American marketing association defines brand as "a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (AMA, 2016).

However, consumer brands are a relatively new phenomenon regarding the long history of brands. In the 19th century all companies produced homologous products with small margins. Then differentiation and branding were invented in the sense they are seen today. Nowadays, those who have built the strongest brands make the largest profits. (Berry, 1988)

So, a brand is a product or service with dimensions which differentiate it from other products or services satisfying the same need. These differentiating dimensions can be functional, rational, symbolic, emotional, tangible or intangible. (Kotler & Keller, 2012, 263). Thus, a brand indicates the source of the product or service to the customer, and protects the producer and customers from competitors providing products that appear identical (Aaker, 1991, 7).

The functional differences between competing products today are almost nonexistent, and if there are some, they are likely to be imitated quickly by competitors (Biel, 1992). Thus, brands and branding are becoming more and more important, since they are effective means of differentiation which is one of the key competitive strategies (Pappu et al., 2005). Brand is a name that can influence consumers. The source of its influence comes from mental relationships and associations that customers have built up over time (Kapferer, 2008, 15). The power of a brand is that "a consumer may evaluate an identical product differently depending on how it is branded" (Kotler & Keller, 2012, 264).

To sum up a brand can be defined as "a shared desirable and exclusive idea embodied in products, services, places and/or experiences". When this idea is shared more and more by a bigger number of consumers, the more powerful the brand becomes. It is important to remember that companies sell values, not products and services. Thus, the brand is defined as an idea. (Kapferer, 2008, 13)

2.2.   Brand equity

David Aaker, one of the most important academic researchers of the brand topic, presented the concept of brand equity. According to his book in 1991, brand consists of brand equity. Brand equity can be divided into five different categories: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets (patents, trademarks, channel relationships etc.). The sources of brand equity are presented in figure 2. Brand equity consists of these immaterial brand assets and liabilities linked to a brand (its name and symbol), that add or reduce the value provided by a product or service. Since brand equity is linked to the brand's name or symbol, a change in these can lead to the change or loss of brand equity. (Aaker 1991, 15-21) The concept of brand equity has later been empirically examined and supported (Faircloth et al., 2001, Pappu et al., 2005, Stahl et al., 2012).

Brand equity creates value for both the customers and the company because when the customer perceived value increases, so does the value of the company. A company with high brand equity is well known and has customers whose brand associations towards it are positive and who are loyal towards the brand. (Aaker 1991, 16-30) Brand equity can be seen through the surplus profits that a company can acquire in addition to the underlying product or service. Strong brands naturally have higher brand equity than weaker brands and can thus set higher

prices for their products and services (Biel 1992), generate more word-of-mouth (Lovett et al., 2013), more easily acquire and keep customers (Stahl et al., 2012) and lower costs through more efficient marketing (Keller, 1993).
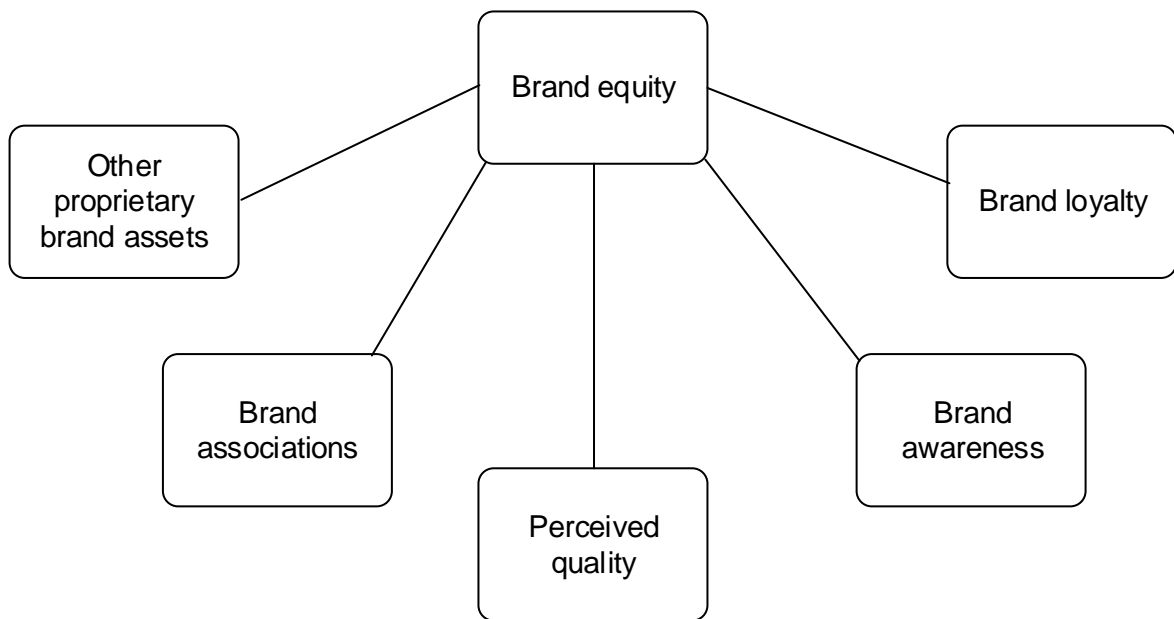
Figure 2. Sources of brand equity (Aaker, 1991)

Brand equity can be studied from three principal perspectives (Keller & Lehmann, 2006). From the customer's perspective brand equity is part of the appeal or rejection towards a certain brand generated by the intangible part of the product offering, external to the product attributes. From the company's perspective brand equity is the additional profit that it can acquire because of the use of a brand name that it couldn't acquire with a similar unbranded product (Biel, 1992, Keller & Lehmann, 2006). From financial market's perspective brands are like any other assets that can be sold and bought, and therefore the worth of a brand is the price it brings in the financial market. (Keller & Lehmann, 2006) The customer based view of brand equity is adopted in this study.

2.3. Customer based brand equity

Keller (1993) defines customer based brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand. A brand has positive (negative) CBBE when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to fictitiously named or unnamed version of the product or service". Positive customer based brand equity increases the chances of brand choice and consequently brand loyalty. (Keller, 1993)

Customer based brand equity appears when the consumer is familiar with the brand and has some strong, favorable and unique brand associations in his memory. Customer based brand equity thus is generated by customers' brand knowledge which consists of brand awareness and brand image (see figure 3). (Keller, 1993)

2.3.1. Brand awareness

Brand awareness means the level of strength of a certain brand's presence in the customer's mind. It can be measured as to various ways a consumer remembers a brand ranging from dominant to top of mind to recall to recognition. (Aaker, 2010) Brand awareness is the customers' performance of brand recall (= when given the product category, the consumer is able to retrieve the brand, i.e. generate the brand from memory) and brand recognition (= when the brand is given as a cue, the consumer is able to assure former exposure to the brand, i.e. distinguish the brand as having been heard or seen before). Brand image is the set of brand associations held in consumers' memory and linked to the brand – of varying strength (how strongly associated with the brand), favorability (positive attribute and benefit associations) and uniqueness (associations specific for a certain brand only). These two components (awareness and image) distinguish consumer's brand knowledge and affect consumer response. (Keller, 1993)

Brand awareness is in key role in consumer decision making. Raising brand awareness increases the brand's chances of being among the ones that receive serious purchasing consideration. It is important that when thinking about the product category consumers also think about the brand. Brand awareness is enhanced by how well the brand elements (name, logo, slogan, etc.) serve their function; for example brand name awareness is linked to the likelihood

that a brand name will come to consumer's mind and the ease with which it does so. (Keller, 1993)

The brand elements should be memorable, meaningful, aesthetically appealing, transferable, adaptable and flexible over time (Keller & Lehmann, 2006). Brand awareness influences the formation and strength of brand associations and thus, effects decision making process. Brand awareness must be created first in order to be able to create a brand image. (Keller, 1993) Generally there is no use to communicate brand associations before a brand name is established with which the consumers can associate these associations (Aaker, 1991, 63).

Even though brand awareness is usually measured at individual level, Kapferer (2008, 21) states that it is, in fact, a collective phenomenon. When a brand is known and has a good brand awareness, each individual knows that it is known. This is extremely important because normally the first step of buying process is to select a group of brands to consider. Usually the buyer is not exposed to many brand names during this process so brand recall is crucial in order to be involved in this consideration set. (Aaker, 1991, 66-67)

2.3.2. Brand image

According to Biel (1992) brand image (in the customers' minds) drives customer behavior at root and thus, brand equity as well. It consists of the corporate image, user image, and of the image of the product itself. Brand image is influenced by user experiences with the product and employees, media advertising, corporate identity, direct response, sales promotion and packaging. (Biel, 1992) Instead of brand image, Aaker (2010) talks about brand identity. He says that brand associations can encompass a particular symbol, celebrity spokesperson or product attributes. Brand associations, according to him, are driven by what the firm wants the brand to signify in the minds of the consumers, i.e. brand identity. (Aaker, 2010)

Keller (1993) says that brand associations, which create brand image, are informational and contain brand's meaning for consumers. Brand associations can be divided into three types. The first type is attributes, which are descriptive features that characterize a product/service; what consumers believe it is or has, and what is involved in its purchase and consumption. Product related attributes include product's physical composition or service's requirements – the ingredients that consumers see necessary for performing the product's function. (Keller, 1993) Perceived quality, for example, is one of the most important brand associations. It drives

financial performance and is often critical for success. It is linked to other aspects of how a brand is perceived. (Aaker, 2010) Non-product related attributes are the external aspects that relate to how the product is purchased or consumed. They include for example price information, packaging, user imagery (sex, age, income, lifestyle etc.) and usage imagery (where and in what types of situations the product is used). (Keller, 1993)

The second type is benefits, which are the personal value attached to the product attributes by consumers – what the consumers think the product/service can offer them. Functional benefits are intrinsic advantages of product consumption and ordinarily correspond to the product related attributes. Experiential benefits often correspond to the product related attributes and are related to how it feels like to use the product. Symbolic benefits on the other hand correspond to non-product related attributes and are more extrinsic advantages of product's consumption, like underlying needs for personal expression and social approval. (Keller, 1993)

The third type is brand attitudes, which is the overall evaluation of the brand based on the associated attributes and benefits which are salient for the brand. It consists of the extent to which consumers believe the brand has certain attributes or benefits and how good or bad it is that the brand has those attributes or benefits. The presence of strongly held, favorable associations that are unique to the brand (can be based on product or non-product related attributes, or functional, experiential or symbolic benefits) and suggest superiority over competing brands is critical for a brand's success. (Keller, 1993)

The key to build a strong brand is to create and implement brand identity because brand equity is greatly supported by consumers' associations with the brand. (Aaker, 2010) The brand associations should be congruent in order to create a cohesive brand image. Otherwise consumers will be confused and can even ignore or resist some of the associations the company is trying to link to the brand. (Keller, 1993) This is important, because if well managed, brand associations can result in favorable brand images that increase the purchase intentions and readiness to pay premium prices (Faircloth et al., 2001)

It is also possible to leverage secondary associations. The brand can be linked to the company, country of origin, distribution channels, celebrity endorser or an event, and leverage on the possible positive associations these third parties might have. (Keller, 1993) For example, the image of the store through which the brand is distributed may affect the brand's image. The quality of a brand is perceived differently depending on which distributor sells it. Distributing

through good image retailers and stores signals that the brand has good quality. (Yoo et al. 2000)

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                        ┌──────────────┐
                        │    Brand     │
                        │  knowledge   │
                        └──────────────┘
              ┌────────────────┴─────────────────┐
      ┌──────────────┐                   ┌──────────────────┐
      │ Brand image  │                   │  Brand awareness │
      └──────────────┘                   └──────────────────┘
  ┌──────────────┐                    ┌──────────────┐  ┌────────────────────┐
  │ Uniqueness of│                    │ Brand recall │  │ Brand recognition  │
  │ associations │                    └──────────────┘  └────────────────────┘
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  │ Strength of  │
  │ associations │
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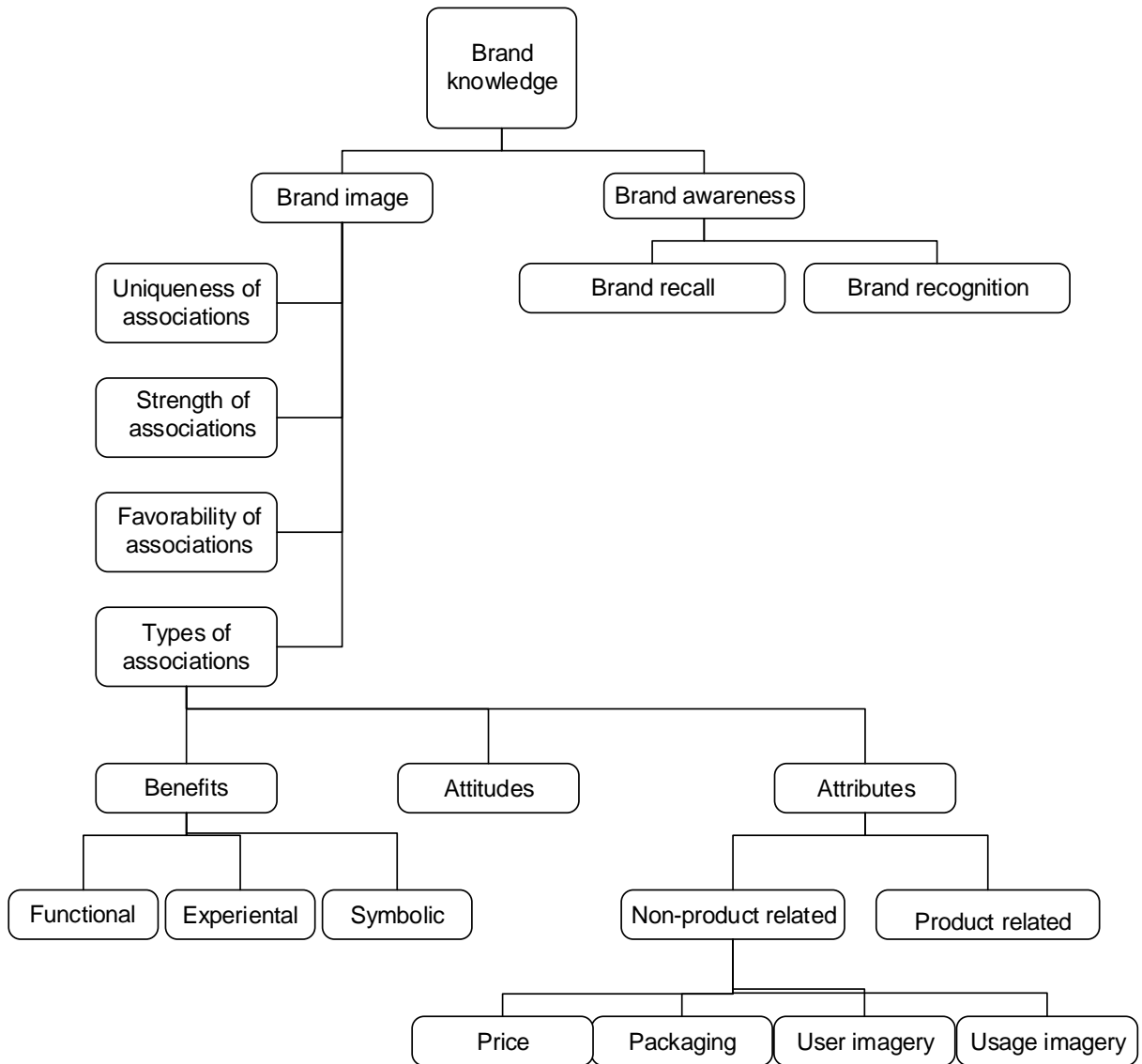
Figure 3. Dimensions of brand knowledge (which creates customer based brand equity) (Keller, 1993)

3. BRAND MANAGEMENT

Branding is a cumulative and continuous effort to create and manage the unique message that seizes the target market (Donato, 1999). As the customer based brand equity is taken as the theoretical context of this study, brand management is seen as managing brand equity. Brand equity can be managed by managing the independent constructs (brand images and associations) that build up the brand equity (Faircloth et al., 2001). "Brand equity must be actively managed over time by reinforcing the brand meaning and, if necessary, by revitalizing the brand" (Keller, 1999). Thus, the brand equity management consists of two components: brand reinforcement and brand revitalization.

3.1. Brand reinforcement

A broad view of marketing, in which brand is always in center, should be adapted (Keller, 1993). The brand should be the central and coordinating core of marketing strategy which should be built around the brand. All parts of the organization ought to be tied into the brand to help implement the marketing strategy accordingly. (Merrilees, 2005) The entire marketing program should be coordinated to create strong, consistent and coherent brand associations and brand image: all kinds of marketing methods can be used (advertising, sponsorships, product placements, etc.) as long as they have the same strategic goal: enhancing the reinforcement or creation of the same desired, strong and unique, and preferably congruent brand associations. (Keller, 1993) Carpenter et al. (1994) say that sometimes even irrelevant associations can be valuable. If the irrelevant attribute linked to the brand is unique it can help to differentiate the brand from its competitors, and consequently this meaningless differentiation can be valued positively by consumers. It can affect the comparison process and simplify decision making at least in the short term. (Carpenter et al., 1994)

Perhaps the most important thing in brand management is the knowledge that has been created via previous marketing programs about the brand in consumers' minds. The existing structure and content of brand memory influences the effectiveness of branding strategies. (Keller, 1993) Branding requires more than just a tagline, logo or an ad – it is the collective perception of the company based on all the experiences the customer has had with the brand (Corsi, 2004). Therefore a long term view must be taken. Past and current activities and marketing programs

have an indirect effect on possible future activities by affecting consumer learning and thus subsequent recall for brand related information. (Keller 1993) Every marketing action has potential to influence brand equity because it stands for the effect of accumulated marketing investments for the brand (Yoo et al., 2000). For example regular use of sales promotions and price decreases can create a "discount" association which can negatively affect the possibilities of future marketing actions. (Keller, 1999) Another way how the use of promotions can have a negative effect on brand equity is that it can signal lesser quality or signs that the brand needs promotions in order to create customer interest (Valette-Florece et al., 2009). Thus, it is important that a long term view is taken and all marketing actions are coordinated in order to create and keep the desired brand image (Keller, 1999), because brand building activities are more profitable in the long run than price promotions which are used to produce sales in short term (Valette-Florence et al., 2009)

It should clearly be defined and specified what is wanted from the brand. What is the desired level of brand awareness, what kind of attributes, benefits and overall brand attitudes are wanted, and are secondary associations leveraged or not. (Keller, 1993) It is also important to target the brand; what is the target segment and how it is reached. Branding campaign should not be concentrated on general messaging. (Corsi, 2004) Brand knowledge (associations and image) and its changes should be measured regularly to see which marketing mix actions are providing the desired results. (Keller, 1993) Those parts of marketing program which are making a strong contribution to brand equity should be protected. Brand audit, which is a comprehensive screening of the sources of brand equity, is a good way to monitor a brand. (Keller, 1999)

A successful brand should be relevant, identifiable and defendable (Corsi, 2004). The great challenge of brand management is the continuous development and change of the markets. There can be big changes in customer behavior, competitors' strategies and legislation or regulations which all can have negative effects on the brand's possibilities. The change can also derive from within the company: it may decide to concentrate on a certain product or service category, or otherwise change its strategic focus or direction in a way that necessitates changes in the brand management as well. Effective brand management incorporates proactive strategies to maintain, or preferably enhance, brand equity against these forces. (Keller, 1999)

Brand managers should always search for potentially powerful new sources of brand equity, but defending and preserving of existing sources is, however, the top priority. If there are no

changes with the company, customers or competition that make the brand's key brand associations less desirable or deliverable, and consequently the brand's positioning less powerful, there is no urge to change from the established positioning. In this case brand management should be about reinforcing the brand. (Keller, 1999)

The consistency of marketing support (both in terms of amount and nature) that the brand gets is the most important thing in brand reinforcement (Keller, 1999). The design, approach and message should be integrated in all channels and customer should have a consistent brand experience via every possible touchpoint he has with the company (Corsi, 2004). No matter which channel (physical stores, internet, telephone, catalogues, etc.) or which tool of communication (advertising, sales promotion, sponsored events, public relations, direct marketing, word-of-mouth marketing, personal selling, etc.) is used, the message and brand meaning should be integrated (Keller, 2010). Brand consistency is critical to sustain the favorability and strength of brand associations. If the brand is not supported and fortified enough through marketing communications, the brand awareness will start to diminish and brand image deteriorate. Constant repositionings or changes of ad agencies will probably create inconsistency in the brand image and confuse the customers. Inadequate support of R&D or marketing communications' budget risks making the brand technologically disadvantaged or even obsolete. (Keller, 1999) In fact, one of the major reasons for decreasing brand loyalty is a decrease in advertising (Yoo, et al., 2000)

Yet, being consistent does not indicate that there are no changes in the marketing program. Because of the constantly changing markets, the effective tactics to create the same desired brand knowledge in customers' minds are different from time to time. Probably many changes and tactical shifts are required to manage the brand equity consistently. (Keller, 1999) Marketing communications is in a way "the voice" of the brand which informs, persuades and reminds consumers directly or indirectly about the products and services of the brand. The marketing communications can tell or show how, why, when, where and by whom the brand is used; who makes the brand and what it stands for; or link the brand to other people, places, events, brands, experiences, feelings and things. (Keller, 2010) The advertising campaigns can have different slogans and creative strategies, new features added to or dropped from the product, prices may go up or down and different brand extensions introduced or withdrawn over time. In spite of these changes, the key elements of marketing are always retained and the brand meaning kept unchanged in order to remain the brand's strategic positioning consistent. (Keller, 1999)

Brand reinforcement strategies

Brand awareness
- What products does the brand represent?
- What benefits does it supply?
- What need does it satisfy?

Brand image
- How does the brand make products superior?
- What strong, favorable and unique brand associations exist in customers' minds?

Innovation in product design, manufacturing and merchandising

Relevance in user and usage imagery

Consistency in amount and nature of marketing support

Continuity in brand meaning; changes in marketing tactics

Protecting sources of brand equity

Tradeoff: fortify vs. leverage brand equity
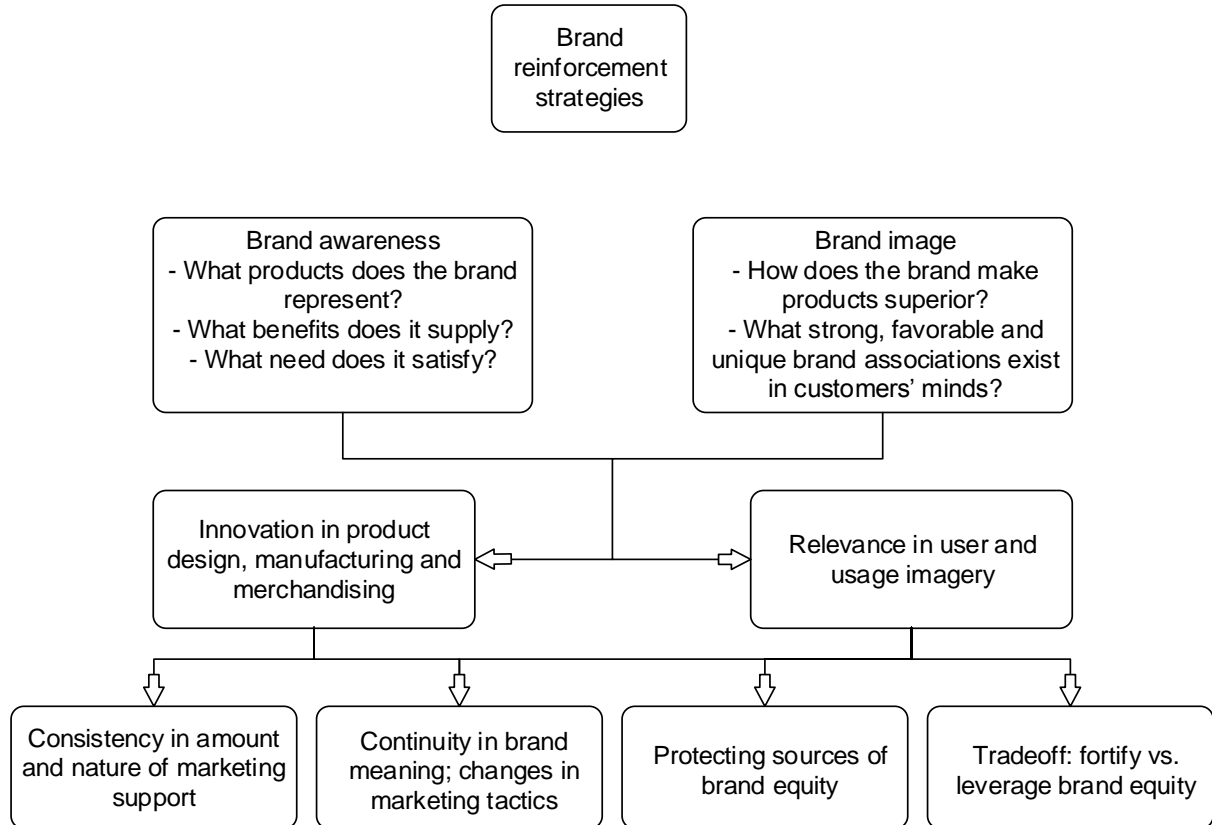
Figure 4. Brand reinforcement strategies (Keller, 1999)

3.2.   Fine tuning marketing mix

All parts of the marketing mix should be integrated and consistent and communicate a single clear brand meaning. They should have the same strategic goal of enhancing the reinforcement or creation of the same desired, strong and unique, and preferably congruent brand associations. (Keller, 1999) Next, each part of the marketing mix is discussed with the customer based brand equity focus.

Product

Innovation in product design, manufacturing and merchandising is especially crucial to maintain and enhance brand equity through associations which are product related attributes and functional benefits. When changes are made to the product, it is however, important that not too much is changed. Loyal consumers should feel that the new version is a better version of the old, not a completely new product. (Keller, 1999) When the consumers are informed about the

new enhanced product of the brand it is important that the brand promise is accurate. The worst thing is to promise something that cannot be kept. Even better is to deliver even more that was promised. (Corsi, 2004) Brand extensions based on the new innovation can be used to keep the brand image fresh and leverage it for a new product line. (Keller, 1999) Brand extension means that an established brand name is used with a new different product (Aaker, 1991, 208). Brand extensions exploit the core product's brand image to effectively inform consumers about a new product. The use of brand extension can facilitate consumer acceptance for the new product because of the already high awareness and inferred associations for benefits, attributes and perceived quality. So, consumers may form expectations for the brand extension based on their previous knowledge of the core brand. (Keller, 1993)

Price

Consumers see price as a significant indicator and sign of product quality and benefits. From the brand equity perspective higher price level combined with more advanced product features is the most advisable pricing strategy. (Yoo et al., 2000) Naturally the chosen price level depends on what kind of associations the brand is looking for because it can act as a cue of the price tier and level for the brand within that product category (Keller, 1993). Frequent price cuts and continuous low prices should be avoided because they can lower the perceived quality and brand image. (Yoo et al., 2000).

Place

The image of the store through which the brand is distributed can have an effect on the brand's image. Consumers perceive the quality of a brand differently depending on which distributor sells it. Thus, distributing through good image retailers and stores signals that the brand has good quality. (Yoo et al., 2000) The store design and in-store experience are also important factors influencing the brand image (Merrilees, 2005). Generally, in order to create brand awareness, the brand should be made as available as possible by multiple or alternative shelf placements and by increasing distribution (Wansink & Huffman, 2001).

Promotion

Relevance in the user and usage imagery is critical to maintain and enhance brand equity through non-product related associations like non-product related attributes and symbolic or experiential benefits. These could be managed through a major advertising campaign that communicates the desired user or usage situation. (Keller, 1999) Consumers will have stronger

brand associations, higher brand awareness and better perception of quality the more they are exposed to a brand's advertisements. Thus, carefully planned advertising investments will lead to stronger brand equity. (Yoo et al., 2000) Frequent repositionings in respect of the user and usage imagery can blur the brand image and confuse customers. They might even be unable to remember or choose to ignore the new positioning because brand images can be very tacky and strong brand associations hard to change. (Keller, 1999)

4. BRAND REVITALIZATION PROCESS

Even though brand revitalization is considered as the other component of brand management, a whole chapter is dedicated to cover it thoroughly, as it is the main focus of this research. Brand revitalization is a process which is needed when the brand is in the decline. To successfully implement the revitalization process the core of the brand must be clearly defined. The acute and latent signs of brand aging must be recognized and suitable brand revitalization elements and strategies implemented. (Kolbl et al., 2015)

This chapter presents literature review on brand revitalization. The possible reasons for brand decline and thus the need for brand revitalization are presented first. This is followed by the presentation of two general brand revitalization frameworks by Berry (1988) and Keller (1999). Then the benefits of brand revitalization are presented briefly. The rest of the chapters thoroughly cover each part of the revitalization process. Brand revitalization planning is presented first. The fourth sub-chapter presents the different possible brand revitalization approaches and some of the possible concrete actions to carry out these approaches. Finally the implementing, controlling and monitoring of the brand revitalization process are discussed.

4.1. Reasons for brand decline

There exist countless possible reasons for brand decline. Sometimes, for example when the markets change radically, even the best practices of managing and reinforcing brand equity do not help and it is time for change (Keller, 1999). All brands risk the chance that they will lose their vitality no matter how successful or strong they may be (Dev & Keller, 2014). The cumulative efforts taken to create and manage a successful brand can diminish very quickly these days because negative information concerning the brand can reach a large number of consumers very fast. This can result in remarkable market and financial lost. (Andrews & Kim, 2007) For example, negative online word-of-mouth can have serious damaging effects and lead to brand equity diminishing (Bambauer-Sachse & Mangold, 2010). Brand decline can also result from changing customer needs, fierce competition or diminishing brand awareness caused by marketing malpractice (Wansink, 1997). Examples of brand mismanagement are compromises in quality, price increases without corresponding increase in benefits, frequent price cuts in order to increase sales in the short term, and brand neglect in terms of marketing support (Sunil

& Chiranjeev, 2009). Kapferer (2008) states that a brand's decline starts when it is not respected within the company anymore. The mismanagement of the brand (lack of interest in innovation, advertising or productivity) will soon make the consumers also lose interest in the brand (Kapferer 2008, 439-440).

A brand can be considered as an old brand instantaneously when consumers start to neglect it. This is often not caused by a lack of quality but because it looks, tastes or sounds old compared to new brands. (Lehu, 2004) Brand identity (image), which was once successful, can become obsolete as the world changes. Even if the brand identity is still relevant and meaningful it may appear old fashioned and appeal only to a limited or a shrinking target market. (Aaker, 2010) Reasons for brand decline can be caused also by environmental factors like legal or technological changes, and the dynamic nature of markets themselves causing major transformations of different industries (Sunil & Chiranjeev, 2009). In fact, most markets are in continuous state of flux: transitioning, growing, declining and changing in character (Donato, 1999) A substantial drop in unit sales over a sustained time period is a clear warning of imminent brand demise (Sunil & Chiranjeev, 2009).

Lehu (2004) made an empirical study about the reasons for brand ageing and the need for revitalization in the French context by conducting in-depth interviews with managers who had faced revitalization efforts. He grouped the reasons into three categories of criteria: offer, target and brand communication. They are presented below in table 1.

Offer	Target	Brand communication
- an already old perceived promise of satisfaction - an ageing R&D - a decreasing number of patents - an obsolete production process - no longer competitive offer - an obviously passed technology - production process unable to cope with present standards - a doubtful brand categorization	- decreasing consumer population - its renewal does not occur - a higher consumers' average age over years - unsuccessful new product launches which don't fit consumers' needs - the brand is badly known by younger consumer segments - opinion leaders start to ignore the brand	- lowering communications budget over time - a decreasing share of voice - irrelevant media planning - an out-of-fashion argument of communication - agencies' repeated changes blurring the core message - ageing or poorly adjusted spokespersons

Table 1. Reasons for brand ageing and the need for revitalization (Lehu, 2004)

In good brand management the key is to proactively manage and monitor the brand and, if needed, start the revitalization process even before the brand begins to fade (Dev & Keller, 2014)

4.2. Brand revitalization process frameworks

There exists no consistent definition of brand revitalization in the literature and the different suggestions vary greatly from author to author (Kolbl et al., 2015). Most studies addressing brand revitalization are conceptual in nature and there exists only a limited number of empirical studies with a brand revitalization focus (Andrews & Kim, 2007). However, some general revitalization process frameworks are presented in the academia, of which two are presented in this chapter.

An early academic paper on brand revitalization was conducted by Berry (1988) who offered his seven-step model to revitalize brands which is presented in figure 4. Ewing (1995) shared the lessons from his empirical study of Mazda's successful brand revitalization, Wansink (1997)

talked generally about brand revitalization, Keller (1999) offered a brand revitalization framework based on customer based brand equity (see figure 5), Wansink & Huffman (2001) offered guidelines to revitalize mature packaged goods, Lehu (2004) has developed his brand revitalization remedies, Merrilees (2005) has developed a brand evolution framework, Munthree et al. (2006) discussed how brand revitalization can be done through an upscale line extension, Sunil & Chiranjeev (2009) have suggested various approaches which can be used to revitalize a brand, and Dev & Keller (2014) present a seven-step brand revitalization process used by an Indian hotel brand which is presented in figure 5. This chapter presents the Berry's (1988) and Dev's & Keller's (2014) brand revitalization frameworks. The following chapters present the different parts of the revitalization process more thoroughly, borrowing ideas from all these above mentioned academics and other sources.

Berry's (1988) seven step of brand revitalization framework was one of the earliest academic papers on brand revitalization. Berry highlights that when a brand is to be revitalized it is an absolute necessity to first solve the possible quality issues and to find out consumer's perceptions of the brand. Providing good quality is a must because no advertising can overcome quality issues. Finding out and analyzing the consumer's perceptions of the brand is crucial because the perceptions must first be understood in order to successfully revitalize a brand. Managing the relationship between the consumer and the brand is the next step and means the way the brand is communicating. The brand can act for example as an "authority figure" or "rational man". The suitable role depends on the brand and what it represents. The fourth step in Berry's framework is understanding the brand's values. This means the significances (=associations) a brand represents like security, freedom, fun and dominance. Berry claims that the brands which have clear and relevant values (=associations) which have been left asleep are the most suitable for a revitalization process. In any case these associations must be understood to successfully revitalize a brand. The fifth step "Every brand should have some kind of unique idiosyncrasy" is about differentiation. Berry says that each brand should develop some kind of mark or characteristic which differentiates it from its competitors in the eyes of the consumers. The sixth step of Berry's model is about coordination and integration of a revitalization program. The pricing, distribution, packaging, promotion, and all parts of marketing must be carefully integrated and coordinated. Finally, a newsworthy relaunching event should be organized for the revitalized brand to gain visibility and awareness for it. Berry's brand revitalization framework is illustrated in figure 5.

Step 1:
Ruthlessly rededicate yourself to providing quality

Step 2:
Scrupulously assess everything that may be contributing to consumers' perceptions of your brand (history, reputation, packaging, price, name, logo, advertising)

Step 3:
Manage the relationship between consumer and brand

Step 4:
Understand the brand's values:
Strong brands have strong value associations which are relevant to the consumer-brand relationship

Step 5:
Create some kind of unique idiosyncracy for your brand

Step 6:
Orchestrate the brand revitalization program:
All actions should be carefully coordinated

Step 7:
Give your brand an exciting, eventful and newsworthy relaunching party

Figure 5. Seven steps of brand revitalization (Berry, 1988)

Another seven-step process of brand revitalization framework is presented by Dev & Keller (2014). Their framework is based on an empirical study of an Indian hotel chain's brand revitalization process. According to Dev & Keller, any revitalization process should start with a brand audit, in which the sources of the brand's equity are uncovered. After comprehensively assessing the brand's current state the new desired brand positioning is to be determined. The third step, according to Dev & Keller, is to develop a new brand platform. In this stage the

brand's points of parity, disparity and excellence compared to competing brands should be examined and a differentiating brand identity established based on the examination. The next thing is to determine the key associations the revitalized brand wants to communicate and develop in the minds of the consumers. The fifth step is to decide how to evoke the desired brand experience. In order to communicate the wanted key associations and evoke the desired brand experience the target customers must first be analyzed and fully understood. After completing all these steps of determining the new brand strategy, the next thing is to make sure that the customers perceive the revitalized brand as determined. It must be ensured that all communications with the customers enhance the desired brand experience. Finally, the revitalized brand should be launched in a way that receives a lot of attention. Dev & Keller's framework is presented in figure 6.

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┌─────────────────────────────────────────┐
│               Step 1:                    │
│   Conduct a comprehensive brand audit:   │
│ Must be understood where the brand has   │
│ been, where it is now, and how it got    │
│              there                       │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 2:                    │
│     Determine the brand position:        │
│ The new desire position must be          │
│ determined based on the findings of the  │
│ brand audit and the desired future state │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 3:                    │
│      Develop the brand platform:         │
│  Establish a single brand identity that  │
│       differs from competitors           │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 4:                    │
│      Establish the brand beliefs:        │
│ What are the key meanings and desired    │
│   associations of the new brand?         │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 5:                    │
│      Evoke the brand experience:         │
│ Target customers must be fully           │
│ understood in order to create ways to    │
│ communicate the desired associations     │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 6:                    │
│       Develop the brand voice:           │
│ Ensure that all communications with      │
│ customers enhance the desired brand      │
│              experience                  │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│               Step 7:                    │
│         Launch the new brand:            │
│               "Go big"                   │
└─────────────────────────────────────────┘
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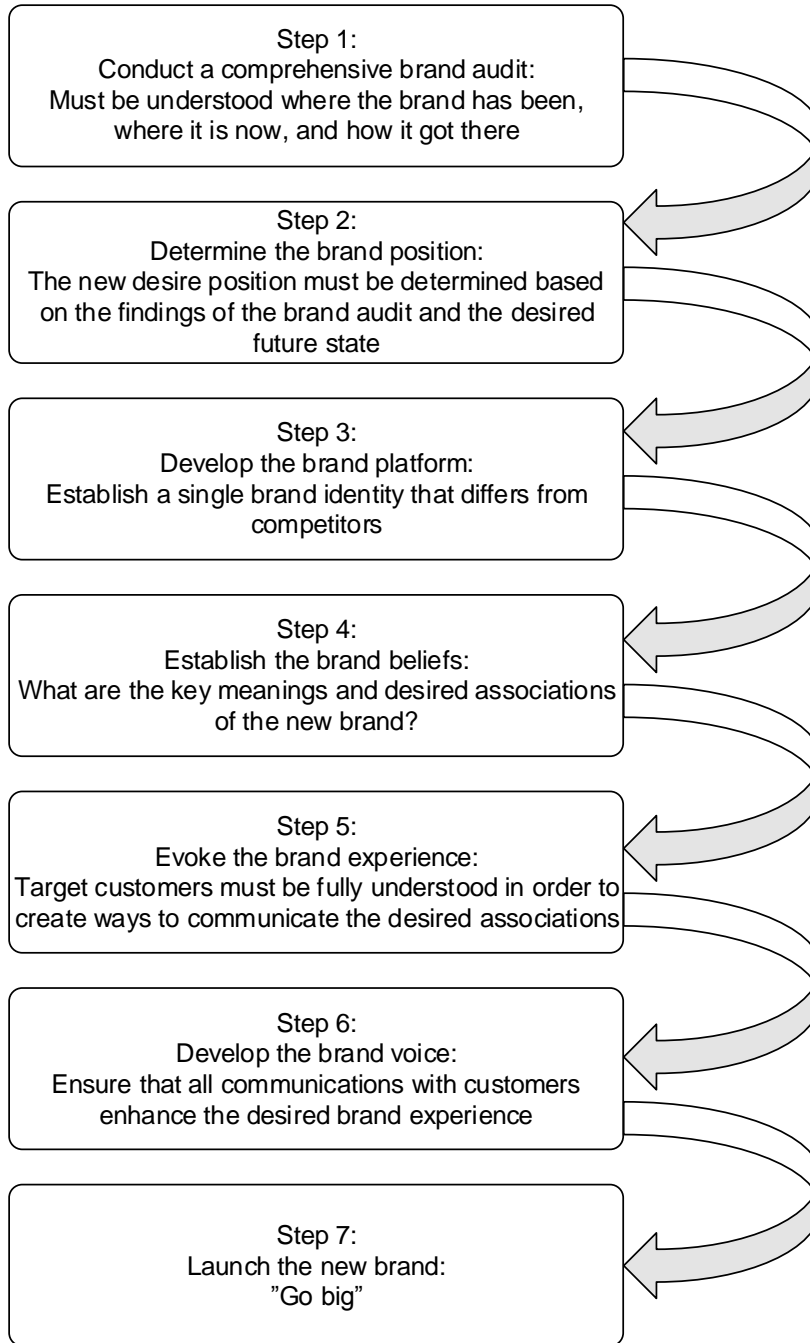
Figure 6. Seven-step process of brand revitalization (Dev & Keller, 2014)

4.3.   Benefits of brand revitalization

Ewing (2009) claims that brands are not eternal and the majority of brands will experience "brand death" in the long run. Brands are subjects to market forces that drive a senescence process, eventually leading to the inevitable failure and death of the brand. (Ewing 2009) There is however extensive evidence indicating that neither the final destiny nor the lifecycle of a brand is predefined: actually brand decline is a process that can be reversed (Sunil & Chiranjeev, 2009). Merrilees (2005) says that every brand should be regularly revitalized in order to keep it fresh, vital and relevant as the times change. He even suggests that brand revitalization should be called brand evolution because it is continuous actions as time progresses, not a singular action (Merrilees 2005). Even the most long-lived successful brands of the world all must adapt to changing trends and new competitive threats by revitalizing their brands every now and then (Dev & Keller, 2014).

One reason to revitalize a suffering brand instead of introducing a new one is cost-efficiency. The cost of launching a new national brand from a scratch (in the USA) is between 20 million (Bellmann, 2005) and 75 million dollars (Wansink, 1997). It is more reasonable and cost-effective to aim at revitalizing a brand in a trouble than trying to create a new one. A failing brand already has an existing clientele (even though it might be "dormant") and it might still have a good brand awareness and strong brand image. (Wansink & Huffman, 2001, Bellman 2005, Sunil & Chiranjeev 2009)

4.4.   Planning the brand revitalization

However, not all brands can be revitalized (Wansink, 1997). The issue behind a brand's adequacy for revitalization is the existing and latent brand equity (Keller, 1999). Wansink (1997) says that brands which are apt for revitalization should be perceived as having salient characteristics that differentiate them from other brands. Lehu (2004) agrees by claiming that a brand should be differentiated in order to revitalize it. Other properties for brands which are apt for revitalization are long time reputation or heritage, wide distribution and medium to premium priced products. Successfully revitalized brands were often also under advertised in comparison with other brands in the same category. (Wansink, 1997, Wansink 2001)

No matter which ways are used to revitalize a brand, the decisions and process should be based critical assessment of the current state of the brand (Berry, 1988, Ewing et al., 1995, Keller, 1999, Donato, 1999, Wansink & Huffman, 2001, Lehu, 2004, Sunil & Chiranjeev, 2009, Dev & Keller, 2014). The revitalization and possible repositioning of the brand should be a strategic process with the understanding of the reasons for the brand decline, well considered choices and actions, and clear and well defined goals, not common sense tactics based on a personal feeling (Lehu, 2004). That is why, when planning brand revitalization, it is important to first honestly and accurately to determine the current state and positioning of the brand by conducting a brand audit and/or marketing research (Berry, 1988, Ewing et al., 1995, Keller, 1999, Donato, 1999, Wansink & Huffman, 2001, Lehu, 2004, Sunil & Chiranjeev, 2009, Dev & Keller, 2014). This is crucial because customers' associations with the brand must be understood in order to later be able to modify them (Wansink & Huffman, 2001).

Brand audit is a comprehensive screening of the different sources of brand equity. It is important to accurately find out the current breadth and depth of brand awareness and the favorability, strength and uniqueness of brand associations in customers' minds. Brand audit should be used to find out that are the key brand associations still positioning the brand as desired or have the positive associations lost their uniqueness or strength, or have some negative associations become linked to the brand. (Keller, 1999). The level of brand awareness can be measured by evaluating the recall and recognition of the brand. The brand image on the other hand can be studied by finding out the characteristics of brand associations the consumers hold towards the brand. The type, favorability and strength of the associations, together with their uniqueness, compared to competing brands, should be studied. It is also important to figure out the level of congruence of the brand associations. (Keller, 1993)

Berry (1988) says that most suitable brands for revitalization are those which have clear and relevant values (here = brand associations) which have been left dormant. After critically studying the brand's potential for revitalization it is equally important to estimate the realistic amount of investment needed to revitalize the brand for real. If this investment appears to be much higher than the cost of introducing a completely new brand, there might not be sense to start the revitalization process (Sunil & Chiranjeev, 2009).

Ewing (1995) also emphasizes that the company must be able to accept the possible unpleasant findings when studying the current positioning of the brand in the customers' minds in order to truly change. If the brand is not evaluated properly, the revitalization process will just be

based on common sense tactics, chosen upon a personal feeling rather than thoughtful strategical decision making (Lehu, 2004). If the repositioning of the brand is just an arbitrary jump it risks confusing the markets and alienating current customers of the brand (Ewing et al., 1995). Thus, a carefully planned revitalization strategy should be designed to minimize the risks (Collange & Bonache, 2015). The role of top management is very important in brand revitalization. They must sponsor the revitalization project and show supportive behavior towards it. They should explain all employees the reasons behind the brand revitalization and keep them aware of the process' progression by regular communication. It might also be a good idea to use the help of a professional brand consultancy when planning the brand revitalization. (Kaikati & Kaikati, 2003).

4.5.   Brand revitalization approaches

There is no unique solution to revitalize a brand. Various different actions can be taken depending on the case. (Lehu, 2004). After comprehensive examination of the sources of the brand equity the next step is to decide whether or not to create a new positioning or to keep the existing brand positioning. This decisions depends on the findings of the brand audit and relate to deliverability and desirability of different possible existing brand associations. There exists two approaches to create new sources of brand equity or refresh old ones. The first is to expand the breadth and depth of brand awareness by enhancing consumers' recognition and recall of the brand in purchasing and consumption situations. The other approach is to improve the brand image by enhancing the favorability, uniqueness and strength of the existing or new brand associations. Another approach which should be considered when revitalizing a brand is to rethink and optimize the brand's target markets and segments. (Keller, 1999)

4.5.1. Expanding brand awareness

When a brand's market share drops typically its advertising expenditure is reduced and a vicious cycle is created (Sunil & Chiranjeev, 2009). Often the brand in need of revitalization still has decent depth of brand awareness; the customers can still recognize the brand in certain situations (Keller, 1999). When the brand is out of sight it is also out of mind. Thus, advertisements, bright packages, sale signs, wide shelf facing and catchy displays are ways to raise the

depth of brand awareness. (Wansink, 1997) The problems is normally, however, the breadth of brand awareness (consumers tend to see the brand in very thin ways only). Increasing the usage of the brand can be achieved by increasing the quantity of consumption (how much the brand is used) or frequency of consumption (how often the brand is used). (Keller, 1999)

Increasing the quantity of the consumption can be achieved by making the package size larger (up to a reasonable point) because consumers perceive larger packages to be cheaper per unit than smaller packages. Price promotions like cents off-deals can also be used to decrease the perceived price by unit and increase the quantity of consumption. Purchasing limits (e.g. max 2 per household) can paradoxically increase the quantity of purchasing because consumers use externally provided numbers as an anchor when judging the possible quantity of purchase. (Wansink & Huffman, 2001)

Increasing the frequency of consumption can be done by identifying additional or new usage opportunities to use the brand in the same basic way or by identifying completely different new ways to use the brand. When consumers have strong brand associations linked to particular usage situations they tend to see the brand useful only at certain times and places. (Keller, 1999) One possible way to suggest new uses for the brand is to position it as a substitute for products in other categories (for example cream cheese on bread instead of butter). This is likely to be most successful when the substitute is perceived as not too different from the original product. (Wansink, 1997) In addition to developing new uses for the brand it is also possible to attach new services to it making the offer more complete and thus potentially increase its sales (Lehu, 2004).

Another example of communicating new possible uses for the brand is the food companies advertising recipes in which their products are used in completely different ways than before. Product replacement can be hastened by providing information when the product was first used or would need to be replaced (for example batteries showing how much energy is left). The act of replacing the product can also by tied for instance to a certain holiday. Consumers can also be persuaded of the benefits and merits of the regular use when the actual usage is less than the recommended. Packaging and product design should be as convenient and easy to use as possible to enhance the increased usage. (Keller, 1999) Naturally, consumers should also be reminded to use the brand regularly because "when out of sight, out of mind" (Wansink, 1997). If the brand's communication is not reaching the consumers anymore it should increase its

share of voice and possibly modify its media planning and renew the marketing message (=re-minder) (Lehu, 2004). The most effective advertisements are those that are heard or seen just before usage decision (for example radio advertisement of a soup just before lunch). The brand should also be made as available as possible by multiple or alternative shelf placements and by increasing distribution. (Wansink 1997, Wansink & Huffman, 2001)

4.5.2. Improving brand image

At times brands must return to their "roots" to get back the lost brand equity. Sometimes the brand positioning must be changed radically. The options for brand revitalization are thus: get back the lost brand equity, or find and create completely new sources brand equity. (Keller 1999) Older brands often have lost their appeal and identity and can be overshadowed by competitors (Wansink, 1997), and it is not unusual to see a once innovative strong brand losing its focused and well-positioned brand image (Sunil & Chiranjeev, 2009). Therefore, brands in the decline often need more fundamental changes than just improving the brand awareness. Changing the brand image and brand positioning is about creating more favorable, unique and strong brand associations. The positive associations that have faded have to be highlighted and amplified again, the possible negative associations must be neutralized and additional positive associations created. (Keller, 1999)

In many cases brand's decline is caused because the brand's mission has been lost during the years. Small changes has been made and little by little the brand has lost its meaning. If the original mission and vision are still valid, "back to the core" revitalization approach may work. Revitalization is about updating the overall offer of the brand while staying true to part of its identity. (Kapferer 2008, 445, 453) In other cases the brand may have to be reformulated and the distinctive features (both functional and emotional) highlighted (Merrilees, 2005). When a brand is no more perceived as unique as compared to competing brands in the market, its growth is dubious in the future (Sunil & Chiranjeev, 2009). Sometimes, if the brand's key asso-ciations have lost their uniqueness or favorability, new more compelling points of difference are needed in order to differentiate the brand more favorably (Keller, 1999). Points of difference should be favorable, strong and distinct benefit or attribute brand associations. They should be desirable from the customers' point of view, deliverable from the company's point of view and

differentiating from competing brands. A strong brand should have several points of difference which are related but at the same time distinct. (Dev & Keller, 2014)

Sometimes a considerable repositioning is needed for a brand to become equal with other brands on some key brand image dimensions. For example an older brand may have to be updated to this date by creating more relevant usage situations for it and creating a more modern user profile for it. A combination of new packaging, products, promotions and advertising can be involved in the revitalization process too. (Keller, 1999) If the original customers are no longer able to ensure brand's success it must attract a new clientele, use new distribution networks and create new user occasions in the revitalization process. To target a new customer group the marketing mix must be updated to reach the new group (Kapferer 2008, 445-447).

Consumers may perceive heritage brands as trustworthy but also boring (Keller, 1999). The brand image can be evolved for example by updating the old fashioned logo and symbols of the brand (Aaker, 2010). The color must be considered carefully when choosing a new logo. Most logos used are blue because it is perceived to communicate qualities of constancy and dependability as it is associated with sky and water. However, there are cultural differences on how different colors are perceived around the world which must be taken into account. (Kaikati & Kaikati, 2003) Introduction of a new logo makes consumers perceive the brand as more modern. The changes in logo don't need to be radical in order for this effect. (Muller et al., 2011)

In some cases even the brand name may have to be changed (Aaker, 2010). Many things must be considered if name is decided to be changed. Research and analysis of global trademark and url-availability must be conducted, the new name must be short, memorable, inoffensive and easy to pronounce in every country where the brand is present. (Kaikati & Kaikati, 2003) The new name can suggest the brand's product category or important benefits and attributes. These choice criteria adapt to all parts of brand identity and all of them should be integrated and reinforce each other. (Keller, 1993) However, changing the brand name potentially annuls years of marketing efforts and may severely harm or even destroy brand equity (Muzellec & Lambkin, 2006). Changing the name is risky also because generally half of the consumers have a negative attitude against name changes. The negative attitude is even higher when the name change comes as a surprise. Thus, if the name is changed, consumers should be informed about it and given an acceptable explanation for the need for the name change. Otherwise consumers will develop negative emotions against the name change, especially anger and worry, and resent the new name. (Collange & Bonache, 2015)

A less radical mean to revitalize brand image is to change or augment brand's slogan. Slogans can be replaced more easily than brand names but they too have the power to apprehend the essence of brand identity. (Aaker, 2010) A new spokesperson and more up to date communication style can be used to make the brand appear fresher (Lehu, 2004). Even though, brand endorser's image associations can possibly be transferred to the brand, the endorser's age and image must have at least a borderline fit with the consumers' perceptions of the brand. For example, young brand endorsers will not probably work revitalizing a brand with completely different consumer stereotypes. (Huber et al., 2012) However, using celebrity endorsers in revitalization efforts and especially in product names can be risky. If the relationship with the celebrity fails the brand's image can face serious problems. (Kaikati & Kaikati, 2003)

The brand can also be tied to new more contemporary usage situations and favorable associations established with these new situations (Wansink & Huffman, 2001). This can be achieved by using younger imagery in advertisements. However, if the revitalized brand still has some favorable heritage associations it must be made sure that these associations and core identity of the brand are not faded because of using this new imagery (Aaker, 2010).

Once it is decided that a brand will be revitalized it is crucial that all quality issues are addressed (Sunil & Chiranjeev, 2009). Enhancing quality is important because no advertising efforts cannot compensate for quality problems (Berry, 1988, Merrilees, 2005). Andrews & Kim (2007) found out in their study that innovative product improvements help to improve negative perceptions of the brand. Lehu (2004) also says that innovation and restyling of products with new packaging is one way to revitalize a brand. It may also be a good option to introduce and add new products to the brand (Merrilees, 2005, Aaker, 2010). In fact, innovation is one of the most important success factors in brand revitalization. Brand needs to introduce new innovative products regularly to stay fresh. (Kapferer 2008, 445-447)

Also vintage or nostalgia can be used in products and marketing communications in order to remind the customers of the brand's long history, expertise and real authenticity (Lehu, 2004). Nostalgia can be used in revitalization in order to evoke nostalgia and remind consumers of the "good old days" to (re)conquer old and new consumers (Muller et al., 2011). The favorable and salient associations that the customers once had of the brand can in some cases be refreshed to form positive associations today by using nostalgia marketing campaigns (Wansink & Huffman, 2001). Nostalgic brands can evoke true authenticity and even myths. Consumers appreciate them because they are trusted and genuine and thus perceived less risky. The use of

nostalgia as a marketing tool can also create a sense of emotional bonding between the brand and the customers. (Kessous, 2015). Nostalgia alone, cannot however, be the core of the marketing strategy. More tangible product specifications and updated features are also needed and the new version of the product must be perceived to be better than before. Fiat 500 is a good example of successful use of nostalgia campaign. It was able to use the positive features associated with the past with the new model, without just being a copy from the past. (Cattaneo & Guereni, 2012)

No matter how the revitalized brand is positioned it must be ensured that it is well differentiated. Meaningful differentiation that customers see appealing should be the core of any marketing message to persuade the customers to buy the brand. Strong brand differentiation can be regained by right positioning of the brand and by highlighting that consistently in the marketing communications. (Sunil & Chiranjeev, 2009) In some cases even meaningless differentiation can be valued by consumers. Its distinctiveness can suggest its relevance and create positive associations, and it uniqueness simplify consumers' decision making. This is possible even when the consumers acknowledge that the differentiating attribute is irrelevant. However, probably this will not be a long lasting benefit because competitors can relatively easily react and reduce its distinctiveness and uniqueness. (Carpenter et al., 1994)

4.5.3. Target market optimization

Brand revitalization and possible repositioning of the brand may require shifts in the brand's target market. The past target market of the brand does not usually represent all possible segments making up the market. These other segments can be a potential source of growth for the brand. Pursuing these segments generally require changes in the brand image and marketing program; particularly in marketing communications. (Keller, 1999)

The target market can be enlarged or modified. The brand can for example try to attract younger or older customers in addition to the current customer base. If the target market is enlarged it is possible to use the same umbrella brand for all target markets or create new sub brands for the new segments. (Lehu, 2004)

There are trade-offs in marketing efforts between retaining existing customers and attracting new ones if it is decided that multiple market segments are pursued. Retaining existing customers and building customer loyalty is generally more important in mature markets. (Keller,

1999) Ewing et al. (1995) even claim that any changes in brand's positioning should be sensitive to the existing customer base in order to not alienate them. The new brand positioning should be a value adding progression from the original positioning rather than an arbitrary jump that risks confusing the market and alienating current customer base (Ewing et al., 1995, Sunil & Chiranjeev, 2009) However, in some cases a company must at least partially abandon its current customer segment. An example of this kind of a situation would be a clothing brand trying to revitalize its brand as fresh and youthful but which has old fashioned brand image and which customer base consists of senior citizens. (Keller 1999)

The decision of which customer segments to target or not to target must be based on cost-benefit analysis (Keller, 1999), customer research (Ewing et al., 1995) and on the results of the brand audit (Lehu, 2004). Recapturing lost customers and preserving existing vulnerable customers is usually easier and cheaper than acquiring new customers. They should be reminded that the brand's sustained appeal is still relevant for contemporary users (Keller, 1999), and that the brand has successfully adjusted to the changing environment while staying true to its core values (Ewing et al., 1995). The salience of customer associations should be refreshed and the brand associated with new goals and usage situations. Nostalgia campaigns can also be used in advertisements and brand's appeal to remind the consumers of the brand's key associations. (Wansink & Huffman, 2001). It is also possible to build brand equity by identifying formerly neglected customer segments and reaching out to new customer groups. The new market segments can be based for example on race, age, income level or more cultural dimensions. Attracting these new segments can be difficult and may require creative strategies and different messages and media. (Keller, 1999)

The decision to target the revitalized brand at multiple segments can provide good opportunities for growth but at the same time it can be very challenging (Keller, 1999, Sunil & Chiranjeev, 2009). If the brand has user imagery associations and personality tying it to certain customer segment it may be hard to make the brand relevant to consumers from different lifestyles, cohort groups and age groups. (Keller, 1999) In that situation a line extension with a new sub brand can be an effective strategy to appeal for both the old and the new target segments (Sunil & Chiranjeev). Line extensions and brand extensions can be used to extend the brand's potential target consumer groups (Lehu, 2004). An example (not very successful one) of this is Oldsmobile which created new car models (line extensions) to attract new customer segments while retaining the old models for loyal customers. (Keller, 1999) A brand extension can help the core brand image by enhancing the strength and favorability of associations and by making

the core benefits of the brand and business definition clearer (Aaker, 1993). Brand extensions based on the new innovation can be used to keep the brand image fresh and leverage it for a new product line. (Keller, 1999). However, an unsuccessful brand extension can also harm the core brand image by creating undesirable associations. If a brand has many extensions it is important that they are congruent in order for the brand image to stay cohesive and consistent. If a brand is associated with a disparate set of products its brand image will suffer. For example, if an exclusive prestige brand introduces many lower-end extensions in order to grow its customer base, negative feedback effects are probable from its original customers. (Keller, 1993)

Thus, if brand extensions or product line extensions are introduced in order to revitalize the core brand, it is important to first to draw a positioning map to see where the core brand is positioned. The brand extension or line extension should be positioned upscale but not too far from the core brand. It must be considered how far a brand will stretch in terms of functionality, emotional benefits and market opportunity. The determined positioning must be believable for customers. (Munthree et al., 2006) Völckner and Sattler (2006) also emphasize the role of fit between the parent brand and the extension product in brand extension success.

Another way trying to appeal to multiple customer segments is to use separate communication programs and advertising campaigns and use the right medium to each campaign for each relevant segment. However, this is expensive and carries the risk of potentially blurring the brand image if the advertisements are seen as contradictory and there is too much media overlapping among the target segments. (Keller, 1999)

Sometimes reaching to a new market segment can be achieved just with developing a renewed and more appropriate distribution channel for the chosen target and making the brand more available to that segment (Keller, 1999, Lehu, 2004). For example, sunglasses used to be sold only at opticians. These days they can be bought almost anywhere and they are targeted to everybody. (Keller, 1999)

4.5.4. Brand revitalization approaches frameworks

As stated earlier, there is no clear definition of brand revitalization in the academic literature and the terminology used varies greatly. Some talk about brand revitalization strategies (Keller, 1999), some about brand revitalization approaches (Sunil & Chiranjeev, 2009, Keller, 1999)

and some about rejuvenation orientations (Lehu, 2004). To be consistent the term brand revitalization approaches is used in this study.

According to Keller's (1999) brand revitalization strategies–framework, revitalizing a brand requires recapturing the lost sources of brand equity or identifying and creating new sources of brand equity. To achieve the new desired positioning for the revitalized brand by refreshing old and/or by creating new sources of brand equity two approaches are possible: to expand the depth and breadth of brand awareness or to improve the strength, favorability and uniqueness of brand associations making up the brand image. Expanding the depth and breadth of brand awareness can be achieved by increasing the quantity of consumption or by increasing the frequency of consumption. This can be done by identifying additional opportunities to use the brand in the same basic way or by identifying completely new and different ways of using the brand. Improving the brand image on the other hand is done by bolstering fading positive brand associations, neutralizing negative associations and by creating new positive associations. It is also important to optimize the brand's target markets and think about retaining vulnerable customers, recapturing lost customers, identifying neglected segments and attracting new customers. (Keller, 1999)
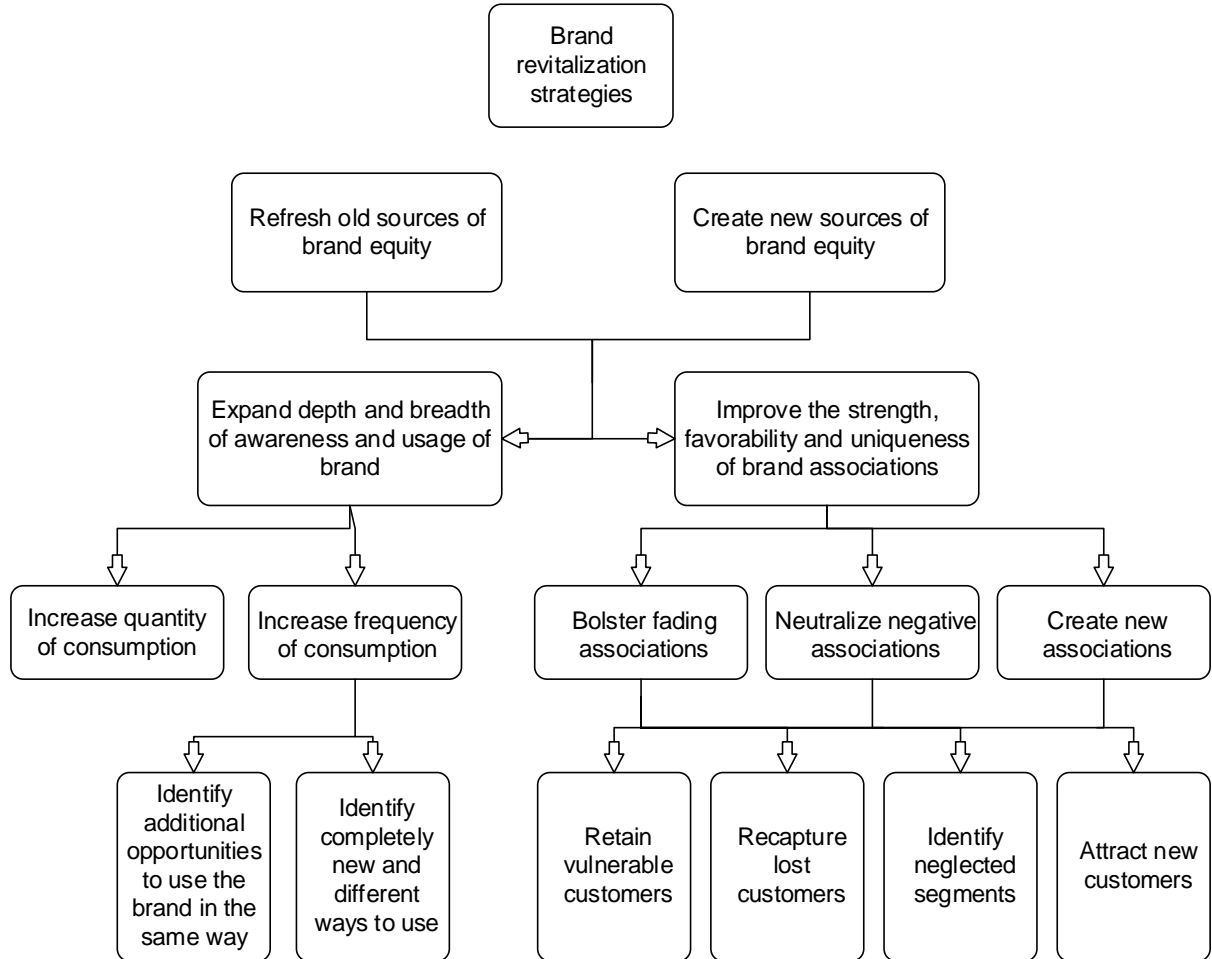
Figure 7. Brand revitalization strategies (Keller, 1999)

Lehu (2004) offered his causes-remedies decision making chart which also presents different approaches for revitalizing a brand. According to his framework there are three main approaches to revitalize a brand: offer, target and communication. In order to revitalize a brand the brand's offer can be renewed, extended or completed. Innovation, restyling and new packaging are ways to renew the brand's offer. It can be extended by introducing line extensions and brand extensions. Completing the offer happens by attaching new services to it or by finding new uses for the brand and by increasing the frequency of consumption. (Lehu, 2004)

When revitalizing a brand its target may need to be modified or enlarged. The brand's target segment can move from young to old or vice versa or completely new segmentation be introduced. When the brand's target is enlarged the company must decide whether to use the same umbrella brand for everybody or to develop sub-brands for different segments. Sometimes the

target's enlarging or modifying can be achieved just by introducing a new distribution channel. (Lehu, 2004)

The third approach to revitalize a brand according to Lehu (2004) is to revitalize the brand's communication. When revitalizing a brand, its communication may need to be intensified or changed. Intensifying the communication is needed when the brand's message does not reach the target anymore. It can be done by increasing the brand's share of voice, renewing the reminder (message) or by modifying the media planning. Sometimes a brand's communication needs to be changed if it is not relevant anymore. The brand's "reason why" may need to be changed, the spokesperson changed and the communication style modernized. (Lehu, 2004)
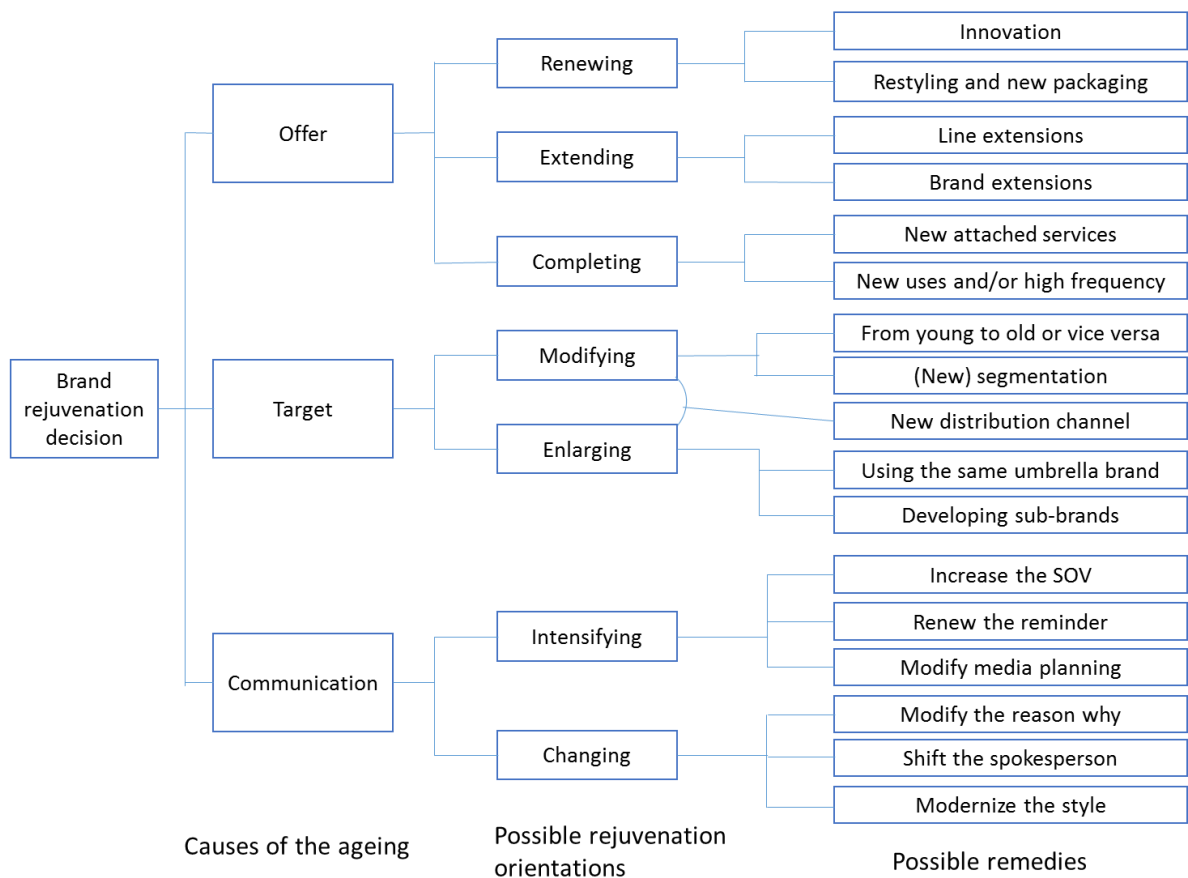

Figure 8. Causes-remedies decision making chart. (Lehu, 2004)

4.6.   Implementing, controlling and monitoring the revitalization process

No matter which brand revitalization approach is chosen, there is one thing on which practically every academic agrees. All marketing elements of the revitalized brand must be consistent, coordinated and fully integrated (Berry, 1988; Ewing et al.; 1995, Wansink, 1997; Donato, 1999; Keller, 1999; Palmer, 1999; Merrilees, 2005; Aaker, 2010.) The foundation of any brand building program is that the company has a single and shared vision of their brand's identity (Joachimstaler & Aaker, 1997). Anything that makes the consumer be exposed or experience the brand has the potential to have an effect on brand equity (Keller, 1993).

The marketing mix should be fine-tuned to communicate a single integrated, consistent and clear brand meaning (Keller, 1999). Product, price, place and promotion should all enhance the creation of the same desired, strong and unique, and preferably congruent brand associations, as was discussed in chapter 3.2. Thus, every advertisement (Berry, 1988), packaging and promotions (Wansink, 1997), event sponsorships, clubs, usage programs, direct response marketing, public relations and product design (Aaker, 2010), and in store experience (Merrilees, 2005) should all emphasize a clear and consistent brand message. Too much information and multiple messages delivered in different forms can confuse customers and dilute brand equity (Wansink, 1997).

Once it is decided that a brand is revitalized, a long term perspective must be taken. Brand revitalization is a long term exercise which can take years to succeed. It might cause some occasional losses in the process but in order for the revitalization to work it must be invested in. (Sunil & Chiranjeev, 2009) The company must stay consistent with the revitalization plan and resist short term demands and temptation to milk the brand (Ewing et al., 1995, Sunil & Chiranjeev, 2009). Mizik (2014) found out empirical evidence for this in her research. For most of the brands the enhancement of brand equity is not fully and immediately captured in current term earnings. Instead, it can take long time for the full effect of brand building to be realized. For example in the retail sector the increased brand equity has some positive current effect on profitability but the effect is larger in future. (Mizik, 2014)

Some academics suggest that once the revitalized brand is ready for the launch it should be given an exciting, eventful and newsworthy relaunching party and create a "big bang" in order to get attention for the renewed brand (Berry, 1988, Dev & Keller, 2014).

However, after launching the revitalized brand the work is not over. Advertising parameters should be set and pre- and post-quality audits conducted (Ewing et al., 1995). Brand knowledge (awareness and image) and its changes should be measured regularly to see which marketing mix actions are providing the desired results. (Keller, 1993) Merrilees (2005) even suggested that brand revitalization should be called brand evolution because it is continuous actions as time progresses, not a singular action. Every brand should regularly be revitalized in order to keep it fresh, vital and relevant as the times change. (Merrilees, 2005)

Companies need to monitor brand image and brand awareness as well as look for changes in customer perceptions and take corrective actions if needed (Sunil & Chiranjeev, 2009). With good brand management and brand reinforcement strategies after successful brand revitalization, there is likely to be little necessity to deviate from the successful revitalized brand positioning unless there is again some change with consumers, competition or the company, which make the brand's strategic positioning less powerful (Keller, 1999)

5. RESEARCH DESIGN AND METHODS

Research design is the general plan about how the research questions are to be answered. It is "the theory of how research is should be undertaken, including the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted". (Saunders, Lewis & Thornhill, 2009, 136-137, 595). Research design describes how the research questions will be answered and how the empirical evidence is generated to study the research questions to come up with reliable and valid conclusions (Lee & Lings, 2008, 180-181). The choice of research design is based on the problem structure (Ghauri & Grönhaug, 2010, 56).

The aim of this research is to complement the existing literature and enhance the understanding of brand revitalization process by conducting an empirical study about how the brand revitalization process is managed in the Finnish beverage industry. Before this study there exist some brand revitalization frameworks but the empirical evidence is limited. The literature reveals only few general frameworks for recovering a brand and most studies that deal with brand revitalization are conceptual in nature and empirical studies with a brand revitalization focus are limited (Andrews & Kim, 2007).

Basing on the problem structure of this research an abductive research approach is chosen. This research is as an exploratory research adopting a qualitative approach and multiple-case design. The following chapters describe the chosen research approach, research design and the rationale behind their selection in more detail. In addition, case selection and case descriptions are opened up. The last two chapters describe the data collection and data analysis methods of this research.

5.1. Research approach

Traditionally research approach is differentiated between inductive and deductive approaches. Induction is a process moving from observations of the real world to develop or enhance theories about it. The empirical data collected is analyzed and the result of this analysis is the formulation of a theory. Inductive approach does not emphasize on generalization. Deduction is about testing a theory. Deductive research builds upon the existing literature from which a theory is developed to be tested with the help of hypotheses. Deductive approach emphasizes

generalization. Generally deductive approach is suitable when there exists extensive literature about the studied topic and it is possible to derive the framework from literature. Inductive approach is suitable when the studied topic is new and only limited literature about it is available, meaning that the reasoning must be based on the data gathered and its analysis. (Lee & Lings, 2008, 6-8; Saunders, Lewis & Thornhill, 2009, 124-127)

However, neither deductive nor inductive approach felt appropriate for this study. There exists no comprehensive and widely accepted theory base for brand revitalization process. Nevertheless, Yin (2009, 35) claims that when doing a case study research at least a preliminary theory must be constructed before data collection.

Thus, an abductive approach was chosen for this research. In relation to deductive and inductive approaches, abduction is defined as systematic combining. The main objective of any research is to confront theory with the empirical world. The main idea of abductive approach is that with the systematic combining the confrontation between theory and empirical world is more or less continuous during the research process. The fit between theory and reality is emphasized in abductive approach – data should not be obliged to fit predetermined categories. As the aim of this study was to find out how Finnish beverage brands have managed their brand revitalization processes, and thus complement earlier literature about brand revitalization, the abductive approach is suitable because it builds on refinement of existing theories. (Dubois & Gadde, 2002)

So, a preliminary theoretical framework for this study was developed based on the different existing literature about brand revitalization. However, given the abductive approach of this study, the framework worked "just" as a general blueprint of the study. No hypothesis were developed to be tested and data collected was not forced to fit tge predetermined categories. On the contrary, theory was developed also based on the empirical findings and the framework changed and was adopted according to the empirical results during the research process.

5.2. Research design

Research design is the plan how the conceptual research problem is related to feasible and relevant empirical research. It provides a plan for data collection and analysis. (Ghauri & Grönhaug, 2010, 54). It is the logic linking the research questions to data to be collected and the conclusions to be drawn (Yin, 2003, 19). This research is conducted as an exploratory

research due to its nature and research questions addressing the brand revitalization process, of which there is little empirical knowledge available (Ghauri & Grönhaug, 2010, 56). Exploratory research "aims to seek new insights into phenomena, to ask questions, and to assess the phenomena in a new light" (Saunders, Lewis & Thornhill, 2009, 592)

This research adopts a qualitative approach. Qualitative methods have received criticism and claimed to be a less scientific method, but these claims have not been proven (Miles & Huberman, 1994, 40, Ghauri & Grönhaug, 2010, 104). The key purpose of a qualitative study is to understand and gain insights about the studied phenomenon. It is particularly useful when existing insights about the phenomenon researched are modest. Thus, qualitative research is often exploratory and flexible, and the main goal generally is to gain insights and construct theory or explanations. (Ghauri & Grönhaug, 2010, 196)

The research strategy used in this research is multiple-case design. Schramm, (1971 in (Yin, 2003, 12)) describes case study: "The essence of a case study is that it tries to illuminate a decision or a set of decisions: why they were taken, how they were implemented, and with what result." Yin (2003, 13) defines case study as being "an empirical inquiry that investigates a contemporary phenomenon within its real-life context". Thus, case study research strategy suits the aims and purpose of this research well.

Multiple-case design contains more than one a single case. Each case is a subject of individual case study but the research as a whole contains several different case studies. The evidence is often considered more compelling when it derives from multiple cases. (Yin, 2003, 46) When possible, multiple-case design is preferred over single-case study because of the analytic benefits of having more than one case are substantial. Analytic conclusions arising independently are more powerful when arising from more than a single case. Another reason is that the contexts of the cases are probably different to some extent and so the possible conclusions are more externally generalizable. (Yin, 2003, 53)

5.3. Case selection and case descriptions

The number of possible brands to be studied in the research was quite limited. Finnish beverage industry was chosen as the context of this study because beverage brands represent classical consumer goods which should fit well in the theoretical context of customer based brand equity. In addition, beverage industry is a highly competitive mature industry and hugely reliant

on advertising (Wetfeet, 2008, 36). Differentiation is crucial for success in mature industries (Hill, 1988), and in today's highly competitive markets brand is a very strong differentiation tool (Lehu, 2004). Besides, many previous academic papers discussing brand revitalization have used beverage brands as examples (for example Wansink, 1997; Munthree et al., 2006 and Keller, 1999). Thus, it was assumed that beverage brands are generally actively marketed and managed so examples of brand revitalization processes were expected to be found. One criterion for selecting the case brands from within the Finnish beverage industry was that they must have gone through a brand revitalization process during the last six years. The six-year-limit was decided because it could be difficult to obtain accurate information about cases that are older than that. After deciding the criteria, possible case brands were searched by screening online, newspapers and journal articles. It proved to be a challenging task to find a satisfying number of good case candidates. Either not so many Finnish beverage brands have revitalized their brands recently or they have not spoken about the process. However, four possible case brands from Finnish beverage industry were found and contacted. Fortunately, all of the four case brands agreed to participate in the research.

The four cases that participated in this study are Karhu, Golden Cap, Jaffa and Lapin Kulta. They all are Finnish beverage brands that have gone through a brand revitalization process in the 2010s. The case brands are represented in the research by their brand managers. The case brands are introduced briefly below.

Karhu

Karhu is a Finnish beer brand owned by Oy Sinebrychoff Ab. Karhu was firstly introduced in the 1920s and has continuously been on the markets since 1958. In addition to the basic lager beer Karhu currently offers five line extensions with different minor changes, e.g. in the alcohol percentage. Karhu is described to be full-bodied and hefty beer with stronger taste of malt and hop than other basic lager beers. (Karhu, 2016)

Oy Sinebrychoff Ab is part of Carlsberg group (Oy Sinebrychoff Ab, 2016 a) and it currently offers nineteen different Finnish and foreign beer brands in Finland (Oy Sinebrychoff Ab, 2016 b). In order to study Karhu's brand revitalization process its brand manager Jonathan Heino was interviewed. He has been Karhu's brand manager since 2014.

Golden Cap

Golden Cap is the first Finnish cider brand, introduced to the markets in 1962. It is the most popular cider in Finland, with a market share of 66%. (Vuorela, 2013) It is owned by Sinebry-choff Oy Ab. Golden Cap offers twelve ciders with different tastes and alcohol percentages. It is described to be the most delicious, tasteful and cheerful cider. (Golden Cap, 2016)

Oy Sinebrychoff Ab is part of Carlsberg group (Oy Sinebrychoff Ab, 2016 a) and it currently offers two other cider brands in addition to Golden Cap: Crowmoor and Somersby (Oy Sinebry-choff Ab, 2016 b). In order to study Golden Cap's brand revitalization process its brand manager Päivi Koskela was interviewed. She has been Golden Cap's brand manager since 2011.

Jaffa

Jaffa is a Finnish lemonade brand owned by Oy Hartwall Ab. Jaffa was the first orange lemon-ade in Finland, introduced in 1949. (Kauhala, 2013) Today Jaffa offers thirteen different lem-onade line extensions in addition to the original orange lemonade. Jaffa is described as the authentic and original lemonade always made from the best ingredients. (Jaffa, 2016)

Oy Hartwall Ab is part of Royal Unibrew group (Oy Hartwall Ab, 2016 a) and it currently offers five different Finnish and foreign soft drink brands in addition to Jaffa in Finland (Oy Hartwall Ab, 2016 b). In order to study Jaffa's brand revitalization process its brand manager Karita Taura and Hartwall's marketing director Meri Vainikka were interviewed. Karita Taura has been Jaffa's brand manager since 2014 and Meri Vainikka has worked as the marketing manager and marketing director of Hartwall since 2012.

Lapin Kulta

Lapin Kulta is a Finnish beer brand owned by Oy Hatwall Ab. Its history goes all the way back to 1873 when a brewery was founded in Tornio in Lapland. (Beerfinland, 2016) In addition to the basic lager beer Lapin Kulta offers seven line extensions with different minor changes. (Oy Hartwall Ab, 2016). Lapin Kulta is brewed from golden malt and described to have the crisp and refreshing taste of the pure and pristine nature under the North Star (Lapin Kulta, 2016).

Oy Hartwall Ab is part of Royal Unibrew group (Oy Hartwall Ab, 2016 a) and it currently offers seventeen different Finnish and foreign beer brands in Finland (Oy Hartwall Ab, 2016 b). In order to study Lapin Kulta's brand revitalization process its brand manager Pekko Koski and

Hartwall's marketing director Meri Vainikka were interviewed. Koski has been Lapin Kulta's brand manager since 2004.

5.4. Data collection

Interview is one of the most important sources of information for case studies (Yin, 2003, 89). In person semi-structured interviews with the case brands' brand managers were the method of gathering primary data for this research. Semi-structured interview has beforehand determined topics and issues to be covered, questions and people to be interviewed (Ghauri & Grönhaug, 2010, 126). All interviewees were asked the same open ended questions which were determined beforehand and can be found in Appendix 4. One hour of time was reserved to conduct each interview. The interviewees were also asked to propose their own insights about the studied issue, which can lead to propositions used as the basis for further research (Yin, 2003, 90). All the interviews were conducted at the companies' premises and recorded with the interviewees' permission in order to enable more accurate transcription and analysis of data. Audiorecording provides a more exact rendition of the interview than any other method (Yin, 2003, 92). In addition to recording the interviews, notes of details from the interviews were taken. The transcripts of the interviews that were used in the study were sent to the interviewees to verify their accuracy. Some of the interviewees were later on also sent an email inquiring about themes that were not asked in the interview but which emerged from the analysis of other cases.

Yin (2003, 83) states that using evidence from two or more sources to back up the same findings and facts increases the quality of a case study investigation substantially. In addition to the primary data from the interviews, secondary data was also collected. News articles, company press releases, company web pages, journal articles and internal company documents which were provided by the case companies were used. This improves the validity of the research's findings (Saunders, Lewis & Thornhill, 2009, 146) and facilitates the triangulation of data sources (Stake, 1995, 112).

5.5.   Data analysis

Cross-case analysis was used to analyze the data. Each individual case was first analyzed as a separate study and later on compared with each other. Cross-case analysis is relevant when the case study consists of at least two cases. This makes the analysis easier and the findings more robust. (Yin, 2003, 133)

In order to enhance the data analysis, the interviews were transcribed completely by the researcher. The total amount of written data after transcribing the four hours of recorded interviews was 44 pages. Transcribing interviews enables the researcher to identify patterns and connect with the data immediately (Saunders, Lewis & Thronhill, 2009, 485).

As Ghauri & Grönhaug (2010, 1999) state: "A key – if not the key – purpose of analysis is to understand and gain insights from the collected data". The lengthy transcripts of interviews must be simplified and abstracted to create some meaning from the abundance of words. Categories, themes and patterns must be identified and generated to enable the gradual emergence of understanding of the studied phenomenon. (Ghauri & Grönhaug, 2010, 200).

To facilitate the analysis of data the transcribed interviews and secondary data sources were coded. Coding allocates different meanings for different information gathered during the data collection by labeling them in codes. It enables data analysis by grouping pieces of information into a meaningful body of information. (Miles & Huberman, 1994, 57-58, 65)

The coding software used to help making the primary and secondary data analysis more efficient and transparent was CAQDAS NVivo. It helps categorizing and coding large amounts of information (Yin, 2003, 110) and analyzing large data sets and making associations within the data (Miles & Huberman, 1994, 44). As Miles & Huberman (1994, 58, 65) suggest, a set of preliminary descriptive and interpretive codes which are based on the research questions and theoretical framework were developed first. Selective coding was used to create child and parent nodes in NVivo (descriptive and interpretive codes). In addition to the preliminary codes new codes emerged during the analysis of the data. Each time a new theme or code emerged from one data source all the data was reanalyzed to find out if it was present in other cases as well. The presence of new interesting themes that emerged from the data but were not mentioned in every interview, were later on asked about via email from those who did not mention them initially (for example internal marketing at Jaffa). The list of ex-ante and ex-post codes can be found in Appendices 1 and 2.

6. RESULTS & FINDINGS

This chapter presents the empirical results and findings. Each case brand's brand revitalization process is firstly studied and discussed separately in detail in their own sub-chapters. The chapter ends with the cross-case analysis of the case brands' revitalization processes. The cross-case analysis offers a comparison across the different cases to find out the differences and similarities between the cases. The research findings are reported in the order of the research questions to improve their consistency and logic. Tables comparing the different parts of case brands' brand revitalization processes and an empirical framework illustrating how the case companies have managed their brand revitalization processes are offered in the cross-case analysis chapter.

6.1. Karhu

Karhu's brand revitalization process began in 2012. While the brand was still in a very good shape, being the market leader in brand value and having the best brand awareness in its category, the company noticed that the brand was not appealing to young adults as well as to older consumer segment. (Heino, 2016)

"Our brand's value in the customer segment of under 35 years old was weakening and we hadn't been able to address the young adults successfully in a long time. We were still the market leader performing pretty well and didn't face any kind of emergency situation but we acknowledged that at some point our sales are going decrease if we are not able to recruit young adults as well as older ones." (Heino, 2016)

Then a thorough brand audit was conducted to find out the current state of the brand and why it was not appealing to young adults anymore. Consumer research, customer interviews and group interviews were conducted to find out the possible negative associations the young adults held towards Karhu, but also to give insight of to which direction revitalize the brand. (Heino, 2016) What was found out was that Karhu's traditional brand associations: strength, self-confidence, dourness and manliness were no more automatically positively perceived by the younger consumer segment. (Paavola, 2014)

"The young adults perceived Karhu as an old fashioned beer consumed by their fathers. It was perceived a bit as a "hillbilly" beer, drunk in a forest around a camp fire. It was a bit too masculine, "tough guy" beer, which didn't have that kind of edge they appreciate." (Heino, 2016)

Another finding was that while Karhu was still the most preferred beer, closely followed by a couple of other brands, the no-preferred-beer-segment was large and growing. This probably was due to the changes in beer market in general. A lot of new premium beers had entered the Finnish beer market to compete with the big Finnish brands. Another fact is, that as it was before self-evident that when men begun to consume alcohol they started with beer, whereas today all other mild alcohol drinks are getting more and more popular. (Heino, 2016)

"There is a risk that consumers don't care anymore which domestic lager beer brand they are consuming. Naturally we don't want this to happen. We want to differentiate Karhu from our competitors as being a better beer." (Heino, 2016)

After finding out the current state of the brand, the next step in Karhu's brand revitalization process was to integrate it to the company's yearly brand-plan process in which the objectives and actions needed to reach the objectives for each brand are described in detail. (Heino, 2016)

"Basically the process was that we first found out the negative associations the young adults held towards Karhu. Then we started to think how we can neutralize these negative associations and integrated the process with our brand plan. One big thing was developing a new brand concept together with an advertising agency. We briefed six agencies to find out the perfect partner for us. Then it was planned what, how and when everything was to be done in order to successfully carry out the brand revitalization." (Heino, 2016)

The goal was to revitalize the brand and neutralize the negative associations the young adults held towards the brand without changing the basic values of the brand. "If we want to keep our status as the most preferred Finnish beer we can't deviate from Karhu's basic values. If someone has consumed Karhu for 20 years, and has developed a strong image of it, and then we suddenly come and say that Karhu is something completely else he will probably leave the bottle in the shelf." (Heino, 2016)

"Karhu is a masculine, bold brand appealing to men, which is something we will never change. But it can't go to excess." "Karhu is still the confident king of the forest and acts like the king of the forest but in a little more relaxed way. It is still a masculine, straight forward, honest and

trustworthy brand but not in a hillbilly way. It is still introvert but more modern and less "from the forest"". (Heino, 2016)

The new desired brand positioning for Karhu was developed through three main areas: packaging, buying and consumption situations (including retailers, restaurants and bars), and marketing communication. (Heino, 2016)

Karhu's logo was updated a little bit. It was made more modern by starting to use "beer fizz" color instead of the previous golden-copper color. Otherwise the logo remained as before but the head of the bear was highlighted more than previously. "Karhu is well known for black and the new "beer fizz" color and by using "beer fizz" letters on a black background almost all consumers immediately recognize it as Karhu. This makes it possible for us to delicately but effectively advertise the brand for example in retail stores." (Heino, 2016)

Karhu's packaging was updated by changing the style and material of packaging material. In addition the beer can and bottle faced some minor changes and the logo showing bear's head was highlighted and given more presence. Karhu also introduced a new glass bottle for recruiting young adults in bars and restaurants. (Heino, 2016) The new bottle won the main award in beer category in Dieline Packaging Awards (Mikkola, 2015).

"The new bottle is more modern and looks cool in the restaurant or bar atmosphere. Consumers under 30 years old think and have some kind of image about how they look with a bottle in the hand, and they are ready to pay a small premium to have a good looking bottle. It is completely targeted to be a recruitment bottle for young adults and to show them that also Karhu can do cool things." (Heino, 2016) Karhu's new logo, packaging and the new bottle can be seen in picture 2 below.

| Picture 1. Karhu's old packaging 1 | Picture 2. Karhu's new packaging |

In addition to introducing the new bottle, Karhu also updated all of its marketing and promotional materials according to the new style in retailer stores, bars and restaurants. Branded Karhu steins in bars and restaurants were updated by putting the new logo on them transparently which makes them look frosty and does not obstruct the stein. As part of the revitalization process Karhu branded some bars completely with Karhu's image to become their flagship bars. (Heino, 2016)

"We have tried to make Karhu more elegant in the bar and restaurant setting because it makes it automatically more modern. Small elements like our slogan and new logo displayed behind the bar desk isn't too excessive branding but makes it clear to everyone that this is Karhu's bar." Pictures 3 and 4 are from Karhu's flagship bars and show the revitalized image. (Heino, 2016)

Picture 3. Karhu's flagship bars

The new logo and packaging material were also used to create catchy displays in retail setting. Pictures 5 and 6 are examples of these. "By modernizing our packaging and communicating through our new logo we also modernized our appearance in the stores. With this Karhu became better looking there, at least from our point of view, but it also made sure that the consumers saw the revitalized version of Karhu." (Heino, 2016)

Retailers agree that catchy displays are the best way of getting consumers' attention for the product. Karhu's brand revitalization has made Karhu even stronger in the retail setting and retailers are willing to give it extra shelf space in their stores. (Nelimarkka, 2014)

Picture 5. Catchy display at a retail shop   *Picture 6. Catchy display at a retail shop*

To revitalize Karhu's brand image its marketing communication was naturally updated also. The communication is still self-confident, manly and masculine but the messages are more insightful and tongue-in-cheek-like than before. (Heino, 2016) To ensure that Karhu's marketing communication was creating the desired associations, consumer testing was used to decide which advertisements were finally used. Some of the new advertisements referred to the up-coming law banning the use of alcohol related consumer contests in a Karhu-like manner: "Click to see if you have won!". After clicking the link the answer is revealed: "No". (Muukkonen, 2013)

Karhu has traditionally put most of its marketing efforts in outdoor advertising which was banned for alcoholic drinks in 2015. As part of the brand revitalization Karhu started to advertise in television and social media. Despite the use of new communication mediums, the marketing messages still respect Karhu's traditional style of communicating. (Karhu, 2014)

"Karhu is still an introvert brand. As long as I'm working here, you will never see Karhu's advertisements in which people are having fun in festivals, swimming half naked and everything is so wonderful. That is something Karhu will never do. We are still the more introvert brand which communicates differently than others. That's our point of difference." (Heino, 2016)

Generally Karhu isn't doing separate marketing campaigns for its previous loyal customers and for the new young adults it is trying to attract. "We have the same marketing message for everyone. Of course different target audiences are reached through different medias, but I never think that this message is targeted for 25 years old and this for 55 years old. We always create just one message. Facebook is a little different, there we can be a bit more creative and do things differently." (Heino, 2016)

Picture 7. Photos Karhu updated in Facebook at New Year's Eve, Easter and when Star Wars was on theaters

The most important thing in Karhu's brand revitalization was that Karhu stayed consistent. Everything that was done had to be congruent to Karhu's brand personality. (Paavola, 2014) "The aim with Karhu's marketing efforts is that when a consumer sees even a small bit of our marketing material he immediately recognizes it as Karhu, even when the product is not on display. Our strong differentiation plays a key role in this and that is why it is important to always consider if the things we do are something that only Karhu can do, and do they look like Karhu when planning our marketing communication." (Heino, 2016)

The role of brand manager is crucial in order to ensure that everything is integrated, consistent and coordinated. Brand manager must produce so good brand guidelines and materials that everyone in the organization accepts to use them. "One of the most important responsibilities of brand manager is to make sure that the brand looks similar in every place and every channel. In a way we are the guardians of the brand." (Heino, 2016)

Approximately one year after deciding to start the revitalization process, the new Karhu brand was ready to enter the markets. Marketing campaigns were measured and compared to previous ones to see how they were working. Karhu's brand equity was also measured on a monthly basis. "We get this massive file with all the possible numbers that we can use to analyze how Karhu's brand is evolving. It keeps us updated and on our toes, regarding how our actions are effecting the brand." (Heino, 2016)

However it takes more time after launching the revitalized brand to implement the revitalized brand in every channel. "I would say that it takes two years from the first ideas to get actual results. It isn't as just pressing a button. Long term perspective and work are needed." (Heino, 2016)

Karhu's brand revitalization process seems to have been successful. "It worked out even better than we expected. Our preference and top-of-mind have risen and each year we have performed better and better in every measure amongst the young adults. We still aren't as strong with younger than older consumer segment but we are on the right track." (Heino, 2016)

6.2. Golden Cap

Golden Cap's brand revitalization process was launched after Päivi Koskela started working as its brand manager. "I started as the brand manager in 2011 and then just… As an old customer

of Golden Cap it was sad to see how the brand had decreased in sales and in brand measures. Then in September 2011 I started to go through all the previous research we had done to find out what we had done, what the competitors had done and what had generally happened in the cider market in order to find out why Golden Cap wasn't doing so well anymore." (Koskela, 2016)

A brand audit with new consumer research were conducted together with brand consultancy to properly assess the brand's current state and what could be done to improve the situation. "That is when we realized that this brand needs a bigger change. No small facelift would be enough anymore." (Koskela, 2016)

The current state of the brand was challenging. The younger customers perceived it as old-fashioned and not appealing for them. The older customers on the other hand saw Golden Cap as a cider brand for teenage girls. "Golden Cap wasn't appealing for neither segment anymore." Golden Cap had introduced many new flavored ciders year after year which, for older customers, had created an image of a brand for teenage girls, only offering flavored ciders. "Many didn't even know that we still offered the basic apple and pear ciders." Another reason behind troubled brand image was the inconsistent marketing. "When I started to look our past marketing, I noticed that there had been no consistency. For example the pay-offs of our marketing communication had changed almost every year." (Koskela, 2016)

Brand awareness was however still very good. Golden Cap had the best top-of-mind of cider brands and its brand recognition was over 90%. Anyhow, despite good brand awareness and being the first cider in Finnish markets (since 1962), many consumers didn't know that Golden Cap was a Finnish brand. (Golden Gap, 2013)

After determining the current state of the brand, the next step was to start the revitalization process. Small teams with specific tasks were set up to develop the revitalized brand according to carefully planned strategy. "We had a packaging team, a product team improving the actual cider, a sales team developing optimal packaging size, price, supply and display in retail stores, bars and restaurants, and a brand team creating new marketing communication. The top management was also fully committed to this process and acted as a supervising team." (Koskela, 2016)

The aim was to make Golden Cap a brand that is appealing for today's consumers but also highlight the brand's long heritage and Finnish origins. A lot of consumer testing was used to

ensure that the new brand would be appealing for consumers and that every brand element would enhance the desired new brand positioning. (Koskela, 2016)

The packaging of Golden Cap was updated by changing the shape of the bottle and making it transparent. "We made the bottle more differentiating. Finnish markets hadn't seen this kind of cider bottle before." In consumer research it was found out that in order to optimize the supply repertory in retail stores the previous six pack was too big for consumers so it was changed into a four pack. Also the label and logo were completely renewed. Golden Cap changed its logo to a golden cap. "What cider brands normally do, is that the flavor is highlighted in the label. We highlighted our new logo and put the flavor in a smaller role. By doing this we highlight our brand." Golden Cap's slogan was as well updated to correspond the new desired brand image and highlight the fact that it is the original Finnish cider. It is now "Golden Cap – Finnish heritage delicacy since 1962." (Koskela, 2016)

Picture 8. Golden Cap's old and new packaging

The brand revitalization was actively promoted for retailers. All the coolers, displays and promotional materials were naturally updated to correspond the new brand revitalization but getting retailers excited about the revitalization gained the revitalized brand additional attention. "We got a lot of extra space and visibility in shelves and aisles in retailer stores." (Koskela, 2016) Catchy displays are extremely important because even 60% of decisions to buy cider aren't done until at the retail store. The new transparent bottle of Golden Cap helps standing out from the shelves and 93% of consumers prefers the new bottle compared to the old green one. (Vuorela, 2013)

Picture 9. Catchy displays of revitalized Golden Cap

The same process was done in bars and restaurants. All displays and promotional materials were updated and new illuminated Golden Cap coolers introduced with the aim of making the new revitalized brand more visible. "We try to persuade the bars and restaurants to put our products into sight instead of hiding them behind the bar desk. We do these kind of value adding things there and try to make the brand more visible." (Koskela, 2016)

Picture 10. Golden Cap cooler on a bar desk

At the time of Golden Cap's brand revitalization, a new line extension, lemon-soda cider was introduced to the markets. In addition, every cider Golden Cap offers was taken under examination with the goal of improving their taste if possible. "We tested all of our ciders and cider flavors in the markets and made our products the best tasting." (Koskela, 2016)

The main message of the revitalized brand was to highlight Golden Cap's long Finnish heritage. "For example our television-advertisement showed a person going through 60's, 70's, 80's,

90's and so on, ending with the slogan "Finnish heritage delicacy since 1962". We wanted to tell consumers that we have been part of the life of the Finnish people since 1962." (Koskela, 2016)

In addition, classic apple cider was chosen to be used as the hero-product in marketing communication. "With using classic apple cider in marketing communication we were able to communicate to both younger and older customers that we also offer classic ciders and that the original apple cider is our hero-product." The new marketing message was communicated through television, radio, outdoor advertising and social media. When the revitalized brand was launched it was given a lot of marketing support. "We were widely seen in television, radio and outdoors. Probably there weren't many consumers who didn't notice that Golden Cap had changed." (Koskela, 2016)

Golden Cap also activated its customers and enforced the heritage brand associations by "song memories"-contest and by providing food recipes which included its products (Golden Cap, 2013), and by a Facebook contest in which the customers could wish the company to bring back old cider flavors which weren't in the market anymore (Belitz-Henriksson, 2014).

Picture 11. Still shot from tv-ad, outdoor advertisement and Facebook advertisement

The aim of the revitalized brand was to be appealing for both younger and older customers. In addition to making the brand more relevant for young adults and developing flavored recruitment ciders, highlighting the classic ciders aims at retaining the vulnerable older customers and recapturing lost ones. The same kind of two-dimensionality applies to marketing communication. "Our resources weren't so massive, so the brand and marketing communication needs to be appealing to both segments. We aren't doing separate messages, the same marketing message needs to address both segments." (Koskela, 2016)

In order to enhance the brand's consistency, all parts of Golden Cap's marketing are in line with the brand architecture. All the packages and promotional materials have the same revitalized look where the main brand element, the new logo, is highlighted. "Television is a bit different because there you have to tell the story. But also there the new revitalized packaging is brought forth distinctly." (Koskela, 2016)

In addition to the top management support the whole company was wanted to be behind the new revitalized brand. "Brand revitalization shouldn't be just marketing department's exercise. The production line, salesforce and top management must be involved too." An event for the revitalized brand was organized for the personnel at the company headquarters where artists also performed. The revitalized brand was presented and samples of the new cider flavors given. "We wanted to organize this kind of event so our personnel, especially the sales persons would notice that something big has happened to Golden Cap. Year after year the brand had declined and some were already given up with it. We wanted to make them excited of Golden Cap again and boost their sales motivation." (Koskela, 2016)

Golden Cap's brand is measured on a monthly basis. After the brand revitalization process key performance indicators related to revitalization's objectives like brand associations of originality, real cider, trendy and sociality were given special attention to see if the process was giving the desired results. Naturally, the brand revitalization was expected to increase Golden Cap's sales and market share. "It is important to remember that it takes more than just a couple of months to actually see changes in brand measures… To get the best results, brand revitalization should be invested in for the few next years as well." (Koskela, 2016)

Golden Cap's brand revitalization efforts were successful. The brand became the best in the key brand measures in the cider market. The sales rose with double-digit numbers and the market share grew considerably. "We were even on the short list of Effie awards, in which the marketing campaigns with best effectiveness are awarded." (Koskela, 2016) For example the retail sales of the new bottle increased 34% and the new four pack increased the volume of tin cans 40% compared to previous year (Belitz-Henriksson, 2014).

6.3. Jaffa

In 2011 Hartwall decided that Jaffa needed a small update. Jaffa is an iconic Finnish brand and it is the most beloved soft drink in Finland with very big sales. The decision to revitalize the

brand was originating proactively from within the company instead of being a forced reaction to the markets. "There was no crisis, meaning that people would have had a negative attitude towards Jaffa or anything like that with the brand. It just needed to be updated. After all, every brand needs some updating from time to time." (Taura, 2016)

Another motivation for the brand revitalization was that the company noticed that Jaffa was not as integrated and consistent as it should be. The packaging, marketing communication and display at sales points all were looking a bit different. "We wanted to make the brand more integrated. To create a clear main concept and policy, under which everything is done integrally and looks congruent." (Taura, 2016)

When planning how to revitalize Jaffa, a lot of consumer research was conducted to get insights about how the consumers saw the brand, what they thought about it and what were the most beloved things about Jaffa. "What was revealed was that consumers associated Jaffa strongly with its long heritage and saw it as a retro brand. It came up that we should highlight these things more." (Taura, 2016)

This direction for the brand revitalization was also supported because Jaffa's Finnish roots and long heritage are attributes differentiating Jaffa from the large global soft drink brands. "Coca-Cola, Fanta and Pepsi are some of our competitors… Such massive global brands are playing this game that, of course we benchmark what they are doing and what is happening in the market, but we have to play our own game." (Taura, 2016)

In addition to making the brand more integrated it was decided that Jaffa's brand positioning was to be moved even more strongly towards authentic and original soft drink. This was hoped to increase Jaffa's preference amongst both younger and older customers. A well-defined strategic plan of the brand revitalization process, including determined actions and timetable, was conducted. How to communicate the desired brand image through advertising, packaging, products, retail stores, events and every possible channel was planned in collaboration with an advertising agency. "Everything needs to be derived from the brand strategy, every part of the brand must be in line with that." (Taura, 2016)

The brand revitalization process was a big collective effort in which the whole company was involved. Marketing and sales departments worked closely together from the beginning. The top management was also involved in the process, giving its support and needed resources for

the process. In addition, the production line and product development team had a big role developing the brand extension – Jaffa Palma – which was part of the revitalization. (Vainikka, 2016)

The main element in Jaffa's brand revitalization was to take back the visual style the brand used in the 1950s and 1960s. This was seen to strengthen the brand's heritage, authenticity and originality associations. (Taura, 2016)

In the 1950s and 1960s Jaffa's advertisement posters were designed by award-winning Finnish graphic artist Erik Bruun. The colorful posters have delighted many generations and can even be found on the walls of many Finnish homes. They have also been printed as postcards and decoration textiles. As part of Jaffa's brand revitalization the old posters were put to use again in digital media, outdoor posters and on the sides of delivery trucks. (Oy Hartwall Ab, 2012)

Eerik Bruun was also asked to design new marketing material for Jaffa and illustrate the brand in the way he saw it in the 21st century (Oy Hartwall Ab, 2013). A competition for young designers was also conducted, and the winners got to design the advertising material for Jaffa's Christmas marketing campaign together with the award-winning designer (Oy Hartwall Ab, 2012).
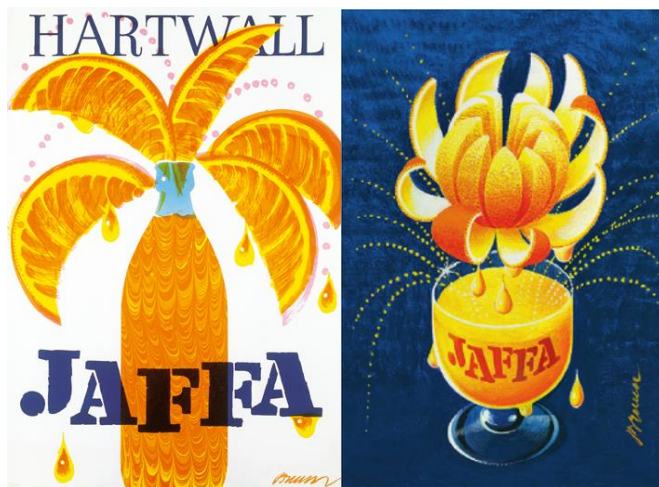
Picture 12. Erik Bruun's Jaffa advertisement poster from 1959 and 2013

As part of the brand revitalization, Jaffa's logo was changed to be in line with the new visual style. The main elements; the block of orange and the text Hartwall Jaffa, remained but were displayed in retro style. Also all the labels of different Jaffa drinks were updated to the same retro style, as were the multipacks and tin cans as well. (Taura, 2016)

Picture 13. Jaffa's old and new logo

Jaffa also brought back one of its old line extensions Jaffa Palma. Jaffa Palma had last been sold in the 1990s and had regularly been wished to be brought back to markets by consumers since its market retreat. (Oy Hartwall Ab, 2012) "Jaffa Palma was a retro-flavor that hadn't been in the market for a long time. Bringing it back was a great success and we still have it in our product range." (Taura, 2016)

Picture 14. The old Jaffa bottle, the new revitalized bottle and Jaffa Palma bottle

In addition to updating the physical product, Jaffa updated its display in retail stores, including all the coolers and promotional materials, and all of its digital channels. "It was a big job. All the brand elements had to be dealt with… It's a slow work, they cannot be changed overnight. It takes years and still you can see old materials in some places. It's a long process." (Taura, 2016)

Jaffa promoted the revitalized brand actively for retailers in order to make sure that the brand got more visibility and extra space in retail stores. Extra coolers, catchy displays and permanent Jaffa furniture were installed in stores to maximize the visibility for the revitalized brand. (Vainikka, 2016)

Jaffa's marketing communication changed also. Jaffa introduced the new Jaffa characters to be in the key role in its digital marketing. These figures were aimed at to appeal for the younger consumers. (Vainikka, 2016)

Picture 15. New Jaffa characters.

When the revitalized brand was launched, public relations, television advertisements and outdoor advertising were the main channels for the marketing communication. "We organized a press conference where we revealed that the old posters of Erik Bruun were taken back to use. We were able to get our message heard through public relations quite well." (Taura, 2016)

In a way, Jaffa's target customers consist of all Finns. However, teenagers, as the main consumers of the brand, and mothers, as the main purchasers of the brand, are the two most important ones. With the new well defined main brand concept both groups can be attracted without making the brand less integrated. "We take different actions under the integrated brand concept. For example different media channels are used for different target segments. Digital channels are used more for the younger consumers and traditional media for older ones. We also always try to introduce new products which would appeal to younger customers and take part in events the youth is interested in. The older consumers are reached more through the actions we take in retail stores, for example." (Taura, 2016)

Examples of the participation in these kind of youth events is Jaffa's support for Finnish youth movies and collaboration with the amusement park Linnanmäki. "Jaffa is the brand through which we do charity work. We want to choose partners who do charity work amongst the youth... For example the profits of Linnanmäki go to child welfare but it is also well connected to Jaffa's brand because of its long Finnish heritage, associations of joy, happy childhood memories and so on. Naturally, it is also a good place for us to sell our products." (Taura, 2016)

Picture 16. Jaffa Linnanmäki line-extension, only sold in the amusement park

In order to make sure that the revitalized Jaffa's brand stays consistent and integrated the company has created clear guidelines about how to administrate the brand. The company has chosen a single advertising agency to be its strategic partner which is responsible for all the marketing material Jaffa uses. "It is important that the brand stays in control and different people aren't doing different things. We have very precise guidelines how the brand must look like." (Taura, 2016)

In addition to the development of the brand guidelines for the personnel to follow, a company internal launching was organized for the revitalized brand. This was organized to make sure that the whole sales organization commits to the common objectives of the revitalized brand. (Vainikka, 2016)

Jaffa is measuring its brand regularly four times a year, and after the revitalization the key performance indicators related to brand image, including authenticity and originality, in addition to customer preference were followed closely. "When this kind of brand revitalization is carried out it must have an effect on these measures...The effect should be noticeable after six to twelve months afterwards." Jaffa also measures each marketing campaign to see if they are

creating the desired results. However, the brand revitalization process isn't done after the launch. "I would say that it takes at least two years to renew and change everything." (Taura, 2016)

Jaffa's brand revitalization succeeded even better than the company was expecting. The brand is scoring well in the desired key measures and both younger and older consumers appreciated the new revitalized Jaffa. "We think that the brand revitalization succeeded and we continue on the same track. There is no need to change direction, at least for now." (Taura, 2016)

6.4. Lapin Kulta

Lapin Kulta went through a brand revitalization process in 2014. The brand had been declining for some years and it was decided that an update was needed. The process started with assessment of the current situation. "Firstly, the most important thing was to assess the current state of the brand; what was the starting point. We did five comprehensive researches to find out how the consumers perceived Lapin Kulta, what the current trends were, and what the today's consumer was looking for." (Koski, 2016)

Lapin Kulta's brand awareness was still very good. It was a well-known Finnish brand and amongst the best beer brands in consumers' top-of-mind. However, the consumers saw the brand as old-fashioned and it was not appealing to young adults anymore. Furthermore, at some point, the associations of freshness from the mountain creeks the brand had promoted actively in the past had turned into watery taste associations. Nevertheless, Lapin Kulta was still always in the first or second place in blind tests. "When the brand was revealed consumers suddenly thought that it tasted watery. Our brand image didn't correspond with reality. This is what we aimed to change. Lapin Kulta has always performed well in blind tests but not as well with the brand… At some point the consumers had started to look for stronger and darker beers, at least beers with stronger and darker taste associations." (Koski, 2016)

Lapin Kulta also found out that its existing clientele and loyal customers were mostly older people so it needed to become more appealing for younger adults. "The existing clientele was moving on to the beyond… One objective of Lapin Kulta's brand revitalization was that the young adults would take it in their selection set of beers. So that Lapin Kulta would be one of the beers they want to consume and appear with." (Koski, 2016)

In order to determine how to revitalize and reposition Lapin Kulta, also non-brand related research was conducted. "We wanted to figure out the world and mental landscape of today's younger people. People have changed a lot in the past 20 years. We tried to understand this change and build the revitalized Lapin Kulta according to that." (Koski, 2016)

The direction to which to revitalize Lapin Kulta was based on research and data but also on the intuition of the revitalization team. It was decided that the DNA of Lapin Kulta was to be kept unchanged: a premium beer brand associated with pure Finnish nature, like the company itself had always seen it. However, the brand's positioning in consumers' minds needed to be changed towards a more modern, contemporary, trendy and quality beer. "In a way we wanted to shock the customers so that they would wonder "Wait a second, can this be Lapin Kulta?" We wanted to modernize the brand and bring it to present day or even a little bit in the future…Even though, the brand's DNA remained unchanged it wasn't enough anymore to just show pictures of nature to the consumers. We needed to take it further." (Koski, 2016)

Almost all brand elements of Lapin Kulta were changed as part of the revitalization process. "The only untouchable thing was the blue color of the main Lapin Kulta brand." The logo was updated by highlighting the North Star and making it red. Even though the blue main color was preserved, also white color was chosen to be used in packaging and promotional material around the main brand. "Using white color and displaying our logo on a white background immediately makes it look more modern and fresh." The slogan was updated to be "Fresh since 1873", reminding the consumers of the brand's long heritage. "We have always been fresh but now we highlight it more." (Koski, 2016)

The packaging was updated to look more modern and include the new logo and slogan. The tin cans were coated with new special mattfoil which enabled extremely high-quality printing and matt-effect to create exceptional visual appearance for the revitalized brand (Marvaco, 2014). Also the bottle was updated to look more modern and displays in retailer stores refreshed. (Koski, 2016)

Picture 17. Lapin Kulta's old bottle, new bottle and new can

In bars and restaurants Lapin Kulta started to first update the things close to the consuming situation. The new long neck bottle and new Lapin Kulta steins communicate the revitalized brand image. New beer taps with the revitalized Lapin Kulta brand were installed in bars and restaurants as well. "Best customer experience is when you are actually consuming the product. We have the new cool steins, long neck bottles and beer taps, and the personnel knows how to serve Lapin Kulta properly… We have put a lot of resources in educating the bartenders about how to properly pull a stein of Lapin Kulta and how to serve it. It isn't the proper way to just press a button and turn your back to the customer." (Koski, 2016)

Picture 18. New Lapin Kulta stein and tap

The marketing communication of the revitalized Lapin Kulta still relies on the theme of Finnish nature, but instead of showing peaceful images of the nature, wild animals and shocking color

effects are used. "Our Call of the wild-campaign shows wild animals and thus still has the same theme. However it is displayed completely differently, in a modern way. Before launching the campaign we tested it with consumers and the existing customers still recognized it as Lapin Kulta and it didn't alienate them. Younger adults, however, were pretty excited and thought that it was really cool stuff from a beer brand. Something that no other beer had ever done before." (Koski, 2016)

The idea with the new communication was to stand out from the crowd. "As long as half of the people love it, it doesn't matter if the other half hates it, at least in the initial phase. If you try to be something for everybody, you end up being nothing for nobody. You need to do things you believe in and do them big. It doesn't matter if not everyone likes it. Just don't be boring." (Koski, 2016)

Picture 19. New Lapin Kulta advertisement posters

Another thing, which was highlighted in marketing communication was the fact that Lapin Kulta is the only full malt beer of the big main Finnish beer brands. The new brand was first marketed through outdoor advertising and in digital channels. A bit later it was also advertised on television. (Koski, 2016)

The marketing communication is mainly targeted on young adults. "We try to be active in the channels the younger consumers are using, we too are in a digitalization process. Of course the older consumers will see some of our marketing communication as well, but we are mainly communicating to younger consumers. You won't probably see our advertisements in the traditional printed media used by the older consumers." (Koski, 2016)

Picture 20. New Lapin Kulta outdoor advertisement posters

As a part of the brand revitalization Lapin Kulta also started collaboration with two events, Flow festival and Slush, aiming to leverage secondary brand associations. These two events are seen to represent those kind of things the new Lapin Kulta is representing as well, and thus participating there enhances the building of the desired brand associations. "These two events represent positive young energy and confidence in the future. They are Finnish events, proud to be Finnish as is Lapin Kulta too. They represent modern Finnishness. That kind of Finnishness that we want Lapin Kulta to represent as well." (Koski, 2016)

Picture 21. Lapin Kulta's logo at Flow festival and advertisement for Slush

An important thing in Lapin Kulta's brand revitalization was that the whole organization was behind it. "This isn't a one man's show. The most important thing was that we got the whole organization to understand where the brand was going and pursuing the common goal." For example the production line focused to ensure that only the best materials were used to produce Lapin Kulta and sales persons committed more time to make sure that Lapin Kulta is properly priced and displayed in retailer stores. A company internal event, where the new brand was introduced, was organized for the personnel. "We told everything and showed the new

advertisements, packaging and how Lapin Kulta was supposed to be displayed in retail stores. We got the personnel excited and pursuing a common goal." (Koski, 2016)

The competition for shelf-space and visibility in the retail stores is hard for Finnish lager beer brands. Thus, it is important to promote the revitalization for the retailers also in order to get extra-space and visibility for the revitalized brand (Vainikka, 2016). "The retailers do their own independent decisions but if our offering (including the products itself, different promotions and price) corresponds to the needs of consumers, they will give us space." (Koski, 2016b)

In order to keep the revitalized brand consistent and coordinated, clear and unambiguous brand guidelines were developed. This is something that Lapin Kulta hasn't been as focused as possible before. "Being as big brand as we are, we used to do a lot of different things from Lapin Kulta socks to caps and used to promote Lapin Kulta everywhere. That isn't the kind of brand building I believe in." Now the revitalized brand is more controlled and subtle. For example, instead of filling bars and restaurants with new promotional material, Lapin Kulta has focused on removing the old ones. (Koski, 2016)

Lapin Kulta is monitoring its brand regularly by conducting a brand health research four times a year, in which almost everything related to the brand is measured. Also each marketing campaign is measured. After the revitalization process Lapin Kulta's brand image has improved and especially the young adults appreciate the brand much more than before. There has been a positive improvement amongst the older consumers as well but not as great as with the younger segment. Also the volume has risen remarkably and the consumers are willing to pay more for Lapin Kulta than before. "It looks very good now but the work is far from being finished." (Koski, 2016)

6.5. Cross-Case Analysis

All four case companies can be classified as having gone through a brand revitalization which was defined as "Brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market (Merrilees, 2005), by obtaining new sources of brand equity or by recapturing lost ones to achieve the intended positioning (Keller, 1999)". However the cases have some differences. Golden Cap and Lapin Kulta changed most by revitalizing almost all possible brand elements when aiming to change and improve their brand image. Karhu also aimed at

changing and improving their brand image but the revitalized version of the brand was developed by more subtle changes in brand elements. Some might argue that Jaffa could be better classified as having gone through a brand reinforcement process by highlighting the brand's long heritage and by putting to use the old retro advertisements from the past. However, the brand's positioning was aimed to be changed slightly and the brand concept evolved in order to create more integrated brand. In fact, as Berry (1988) says, the most suitable brands for revitalization are those which have clear and relevant values (here = brand associations) which have been left dormant. This was the case with Jaffa which hadn't been promoting its Finnish heritage as strong as possible.

The interviewees all had quite similar thoughts about brand revitalization. Jaffa's brand manager Taura described it as: "Generally it is done when it is noticed that the brand needs updating. Product, appearance and entirety of the brand are thought over, there are many things, but it all starts with the need of freshening up the brand image." Golden Cap's brand manager Koskela described it as: "I think it is that you renew every aspect of the brand a bit. It is a very comprehensive reform." Lapin Kulta's brand manager Koski thought: "It is a bigger change in the brand that is wanted in a shorter period of time." Karhu's brand manager Heino said: "If nothing has been done for the brand for a time a bigger change is needed. It is a kind of a change of the direction for the brand."

Factors causing the need for brand revitalization

Karhu, Golden Cap and Lapin Kulta noticed the need for brand revitalization because their sales had been declining (Golden Cap and Lapin Kulta) and because their brand was not appreciated by the younger consumers anymore (all three). Jaffa's brand revitalization was started more proactively, the brand was still doing very well but the company felt that it needed to update it anyhow. In addition they wanted to integrate Jaffa's brand which was not as congruent and consistent as possible.

After deciding that something needed to be done, all four case companies conducted a thorough brand audit and numerous consumer researches to assess the reasons for the need of brand revitalization and to assess the current sources of brand equity and the state of the brand. The four brands all still had very good brand awareness. Karhu, Golden Cap and Lapin Kulta had some issues with their brand image amongst the younger consumers who perceived these

brands old fashioned and not appealing for them. Additionally, some negative associations had become linked to these brands amongst the younger consumers like "hillbilly" associations for

Karhu and watery taste associations for Lapin Kulta. Golden Cap's brand was not appealing very well for older customers either who perceived the brand as "teenage cider". Jaffa did not face these kind of problems but found out that they should highlight the brand's long Finnish heritage more.

Karhu and Lapin Kulta both mentioned the changing customer needs as one reason for the trouble amongst younger consumers. At some point the consumers started to look for beers associated with stronger and darker taste which can explain the watery taste associations of Lapin Kulta. Karhu's brand manager Heino also said that today, when younger people consume more and more different mild alcoholic drinks, it is harder and harder for domestic lager beer brands to be appealing for them. Also the environmental factor, radical change of Finnish beer market by the rise of foreign premium beers and the ban of outdoor advertisements were mentioned. All four case companies also admitted some past actions that could be labeled as marketing malpractice as the reason for the need for brand revitalization. Karhu had highlighted its masculinity, self-confidence and dourness too much. Golden Cap had not been consistent and congruent with their brand communication, which resulted in a confused brand image which did not really appeal to neither younger nor older consumers. Jaffa's appearance was a little bit different in packaging, advertising and in retail stores. Lapin Kulta had overpromoted the brand by coating bars with promotional materials like decals on windows and by producing all kinds of Lapin Kulta branded promotional items from socks to caps, which resulted in diminishing brand value.

	Declining sales	Brand image issues	Changing customer needs	Changing market environment	Marketing malpractice	Need for target market optimization
Karhu		X	X	X	X	X
Golden Cap	X	X			X	X
Jaffa					X	
Lapin Kulta	X	X	X	X	X	X

Table 2. Factors causing the need for the brand revitalization for the case brands.

Planning

All four case brands started the revitalization process by firstly accurately and honestly determining the current state of the brand by conducting a thorough brand audit and consumer researches. Planning the revitalization processes was based on the findings of the brand audits. All case brands used the help of brand consultancies or advertising agencies in some part to create a well-defined brand revitalization process plan with clear objectives, actions and timetable. Consumer research and insights were used in determining the new desired brand positioning.

Different methods were used to develop a new revitalized brand: Golden Cap for example formed company internal ad-hoc teams and Karhu formed a strategic partnership with one advertising agency together with whom they worked in collaboration. All four case brands aimed at changing their brand positioning, some more and some less, but all stayed true to their brands' core values and kept their brands' DNA unchanged. Karhu and Lapin Kulta kept their core values and brand associations but aimed at freshening the brand up to this date and making them more appealing for younger consumers. Golden Cap and Jaffa on the other hand used nostalgia themes promoting the brands' long Finnish heritage.

Each brand used consumer testing to make sure that the revitalized brand is creating the desired brand associations and image in consumers' minds. Golden Cap, Jaffa and Lapin Kulta also highlighted the importance of involving the whole organization in the process from top management to production and salesforce.

Approaches

The main objectives of every case brand's revitalization were related to improving the brand image and attracting new customers. Thus, improving brand image and target market optimization were the essential approaches chosen. None of the case brands had problems related to brand awareness but in order to gain the maximum visibility for their revitalization efforts also actions to increase the depth of brand awareness were used. Golden Cap was the only case brand pursuing to expand the breadth of brand awareness as well.

Karhu, Golden Cap and Lapin Kulta aimed to neutralize the negative associations some of the consumers had developed towards these brands. These brands were perceived as old fashioned by the younger consumers, watery taste associations had become linked to Lapin Kulta and Karhu was perceived as a "hillbilly" beer by the younger consumers. Jaffa did not face these kind of problems and aimed to strengthen its positive heritage associations.

All four case companies pursued to create new positive associations, point of difference or user and usage associations. Karhu aimed at becoming more relaxed, insightful, funny and modern. Golden Cap intended at establishing itself as the Finnish heritage delicacy and at differentiating itself from other ciders with novel-to-the-market packaging. Jaffa started collaborating with Linnanmäki amusement park with the goal of enhancing the creation of associations of joy and happy childhood memories. Lapin Kulta wanted to become a more modern, trendy and high-class beer and differentiate from competitors with revolutionary and even shocking marketing communication.

The main idea of Karhu's and Lapin Kulta's target market optimization was to attract new younger customers. Of course, they did not want to alienate their existing customer base either but the main goal of their brand revitalization was to attract new younger customers. Golden Cap and Jaffa on the other hand aimed at attracting new customers, retaining vulnerable customers and recapturing lost customers and their brand revitalization efforts were not targeted at one single customer segment.

Approach	Detail	Karhu	Golden Cap	Jaffa	Lapin Kulta
Expanding brand awareness	Depth of brand awareness	X	X	X	X
	Breadth of brand awareness		X		
Improving brand image	Neutralizing negative associations	X	X		X
	Strengthening fading positive associations			X	
	Creating new positive associations, points of difference, user & usage associations	X	X	X	X
Target market optimization	Retaining vulnerable customers	X	X	X	X
	Recapturing lost customers		X	X	
	Attracting new customers	X	X	X	X

Table 3. Brand revitalization approaches used by the case brands.

Actions

Many actions can be taken to enhance the brand image in the desired direction. As part of their brand revitalization process all four case brands updated their logo, marketing communication and display in retail stores, bars and restaurants. In addition they all created a new packaging for the revitalized brands. Jaffa and Golden Cap used the so-called back to the core-strategy (Keller, 1999; Kapferer, 2008) in their marketing by returning to the roots of their brands and highlighted their traditional core values and brand associations. They both used nostalgia themes in their marketing communication and Golden Cap promoted their original Classic Apple cider to become their "spokesperson" (Aaker, 2010) and hero-product in marketing. Jaffa introduced the new Jaffa characters to become their "spokespersons" in digital marketing. Jaffa and Golden Cap also introduced new products as part of their revitalization process.

Jaffa and Lapin Kulta leveraged secondary associations by linking their brands with organizations whose brand image corresponded to the desired image of the revitalized brands. Jaffa started to collaborate with Linnanmäki amusement park and Lapin Kulta with two events: Slush and Flow Festival. Being highly visible in these two events which represent modern Finnish young energy also helps Lapin Kulta to create new desired user associations for the brand. Karhu did not promote new user and usage associations for its brand per se, but opened up other environments in addition to its traditional sauna and forest imagery. Karhu has for example opened a few branded flagship bars in Helsinki which are very modern and targeted at younger consumers.

As a part of their brand revitalization processes Lapin Kulta and Golden Cap also introduced new points of difference. Golden Cap's new bottles are transparent, something completely new for Finnish cider market, which really made their products stand out from competitors. It also highlighted the fact of being the original Finnish cider brand – a differentiating factor they hadn't really communicated before. Lapin Kulta is the only full malt lager of the major Finnish lager beer brands and this fact was taken as one of the main themes of the marketing communication for the revitalized brand. Lapin Kulta also aimed its revitalized brand to be something completely new for the Finnish beer market by making the brand very modern and even futuristic. These two brands also updated their slogans.

Table 4 presents the summarization of which actions were taken by which brands.

	Karhu	Golden Cap	Jaffa	Lapin Kulta
Leveraging secondary associations	X		X	X
New packaging		X	X	X
New points of difference	X	X		X
New products		X	X	
New spokesperson		X	X	
New user & usage associations	X			X
Updating display	X	X	X	X
Updating logo	X	X	X	X
Updating marketing communication	X	X	X	X
Updating slogan		X		X
Back to the core		X	X	
Nostalgia campaign		X	X	

Table 4. The case brands' concrete actions to revitalize their brand images.

Even though none of the four case brands had problems related to brand awareness, actions were naturally taken to maximize the visibility and awareness for the revitalized brands. All four brands took actions which are generally classified to enhance the depth of brand awareness. Each case brand for example put a lot of efforts in advertising when the new revitalized brands were launched to ensure the awareness for the revitalized brands and created catchy displays in retail stores, bars and restaurants to make sure that the revitalized brands stand out from competitors. Golden Cap introduced the new bright packaging which made it stand out of competitors. All four brands also emphasized the importance of promoting the revitalized brand for retailers and getting them excited and involved as well which resulted in extra space and wide shelf facing in stores.

Golden Cap was the only brand which took actions to enhance the breadth of brand awareness. It aimed to increase the quantity of consumption by optimizing the size of Golden Cap's multipacks. Previously the multipacks were six-packs but in consumer research it was found out that it was too large for consumers. Thus, Golden Cap changed its multipacks into four-packs.

Golden Cap also advertised recipes in which its products are used; an action which can in-crease the frequency of consumption.

	Advertisements	New bright packages	Wide shelf facing	Retailer involvement	Catchy displays	Optimizing the size of offering	Communicating new uses for the brand
Karhu	X		X	X	X		
Golden Cap	X	X	X	X	X	X	X
Jaffa	X			X	X		
Lapin Kulta	X			X	X		

Table 5. The case brands' concrete actions to revitalize their brand awareness.

The target market optimization actions to attract new customers taken by the case brands were linked to attract younger customers by all four brands. They aimed to improve the brand image amongst the younger consumers and used marketing messages and channels targeted at this segment. Karhu and Golden Cap also introduced line extensions targeted at young adults. Golden Cap's and Jaffa's brand revitalization efforts can also be seen trying to attract new older customers in addition to the younger ones.

Golden Cap and Jaffa both used nostalgia campaigns and a kind of a back-to-the-core-strategy in their marketing, using the original products as the hero-products, communicating the basic core associations and reminding the consumers that the brand is still relevant for them today. These can be labeled as actions aiming to retain existing customers and to recapture lost ones. However, many consumers did not know about Golden Cap's long Finnish history, so in a sense,

the use of nostalgia campaigns can be seen as a way of getting new customers as well in this case. Of course, Karhu and Lapin Kulta did not want to alienate their existing customers either but their main focus and actions taken were principally about attracting new younger customers. However, they too stayed true to their brands' core values and DNA in order to no not alienate the existing customers.

Even though, the target groups of the case brands encompass very large number of different consumers, the brands aren't doing separate marketing campaigns for different segments due to the lack of resources. Karhu and Lapin Kulta designed their messaging to appeal to young adults and were happy to see that it didn't alienate older customers. Golden Cap's and Jaffa's marketing messages were designed and targeted at a bigger audience, it had to appeal to both new younger customers and existing older ones. This can be seen in Golden Cap's products as well. They call the flavored ciders their recruiting products and the traditional basic apple and pear ciders their retain products.

Implementing, controlling and monitoring

In order to implement the brand revitalization process and to make sure that it stays controlled, each case brand developed well-structured and unambiguous brand guidelines and rules for the personnel to follow. The idea was that each brand element stays consistent, coordinated and integrated. They also highlighted the role of brand manager as the brand police or guardian of the brand making sure that everything is carried out as determined. However, brand revitalization is not a process that one person can do alone. Golden Cap, Jaffa and Lapin Kulta highlighted the importance of getting the whole organization involved and pursuing the common goal of the brand revitalization, from top management to product line and salesforce. They also organized company internal events to promote the revitalized brand for the personnel and getting everybody within the company on the same page and excited about the revitalization.

None of the case companies organized any kind of big consumer event to launch the new revitalized brand. However, a lot of efforts was put to advertise the revitalized brands and ensure that consumers notice the change. Also PR was used to communicate about the new revitalized brands.

The four case companies measured their marketing campaigns and attentively monitored brand equity to see if the revitalization process was producing the desired results. All four

brands are happy with the outcome of their brand revitalization and do not see any need for changes in the near future. Lapin Kulta's brand revitalization is the most recent one and their work is not finished yet, but they feel they are heading in the right direction. All four case companies noted that brand revitalization is a process which takes years to successfully go through, so long term perspective is needed.

The most important things in a brand revitalization process

When the brand managers were asked what they believe are the most important things behind a successful brand revitalization process, one thing was mentioned by all of them: it is crucial to understand why the brand needs to be revitalized to begin with. The current state of the brand must be understood and the revitalization should be based on customer insights and data. Koskela and Taura also highlighted the importance of planning: the actions, deadlines and objectives must be well specified in the beginning of the process. Heino and Koski noted that brand revitalization is a long term process, it takes dedication for years and cannot be undertaken every other year. Heino also emphasized that the revitalized brand cannot change too much. It must stay true to the brand's core values to not alienate the existing customers. Other important things for successful brand revitalization that were mentioned were passion and intuition (Koski) and commitment of the whole organization (Koskela).

Summary

The brand revitalization processes of the four case brands is summarized in figure 9 below.

The initial factors starting the process
- Declining brand measures (Karhu, Golden Cap, Lapin Kulta)
- Declining sales (Golden Cap, Lapin Kulta)
- Desire to improve brand integrity (Jaffa)

Brand audit and consumer research: reasons for decline & current sources of brand equity
- Changing customer needs and market environment (Karhu, Lapin Kulta)
- Marketing malpractice (all four)
- Brand image issues (Karhu, Golden Cap, Lapin Kulta), still good brand awareness (all four)
- Need for target market optimization (Karhu, Golden Cap, Lapin Kulta)

Decision to revitalize the brand and change the brand positioning
- Brand positioning more modern and appealing for young adults (Karhu, Lapin Kulta)
- Brand positioning highlighting long Finnish heritage (Golden Cap, Jaffa)
- Staying true to core values and brand's DNA (all four)

Planning the revitalization process
- Revitalization based on brand audit and consumer research (all four)
- Well defined brand revitalization plan with clear objectives, actions and timetable (all four)
- Using the help of a brand consultancy or an advertising agency (all four)
- Involving the whole organization in the process (Golden Cap, Jaffa, Lapin Kulta)

Brand revitalization approaches to create new sources of brand equity or refresh old ones

Improving brand image (all four)

Strengthening fading positive associations (Jaffa & Golden Cap)
- Nostalgia campaigns
- Back to the core

Neutralizing negative associations (Karhu, Golden Cap, Lapin Kulta)
- Leveraging secondary associations (Jaffa, Lapin Kulta)
- New packaging (all four)
- New points of difference (Golden Cap, Lapin Kulta)
- New products (Karhu, Golden Cap, Jaffa,)
- New spokesperson (Golden Cap, Jaffa)
- New user & usage associations (Karhu, Lapin Kulta)
- Updating display (all four)
- Updating logo (all four)
- Updating marketing communication (all four)
- Updating slogan (Golden Cap, Lapin Kulta)

Creating new positive associations, points of difference, user & usage associations (all four)

Expanding brand awareness (all four)

Depth of brand awareness (all four)
- Advertisements (all four)
- New bright packages (Golden Cap)
- Retailer involvement (all four)
- Wide shelf facing (all four)
- Catchy displays (all four)

Breadth of brand awareness (Golden Cap)
- Optimizing the size of offering
- Communicating new uses for the brand

Optimizing target markets (all four)

Retaining vulnerable customers (all four)
- Nostalgia campaigns (Golden Cap, Jaffa)
- Back to the core (Golden Cap, Jaffa)
- Revitalized brand not alienating existing customers (all four)

Recapturing lost customers (Jaffa & Golden Cap)
- Back to the core
- Reminding that the brand is still relevant

Attracting new customers (all four)
- Making the brand more appealing for younger customers (all four)
- New products targeted at new customers (Karhu, Golden Cap)

Implementing, controlling and monitoring
- Well structured & unambiguous brand guidelines and rules to ensure the brand consistency and integrity (all four)
- Taking a long term perspective for the revitalization process (all four)
- Internal marketing to get whole organization involved pursuing the common goal (Golden Cap, Jaffa, Lapin Kulta)
- Measuring marketing campaigns, monitoring changes in brand equity (all four)
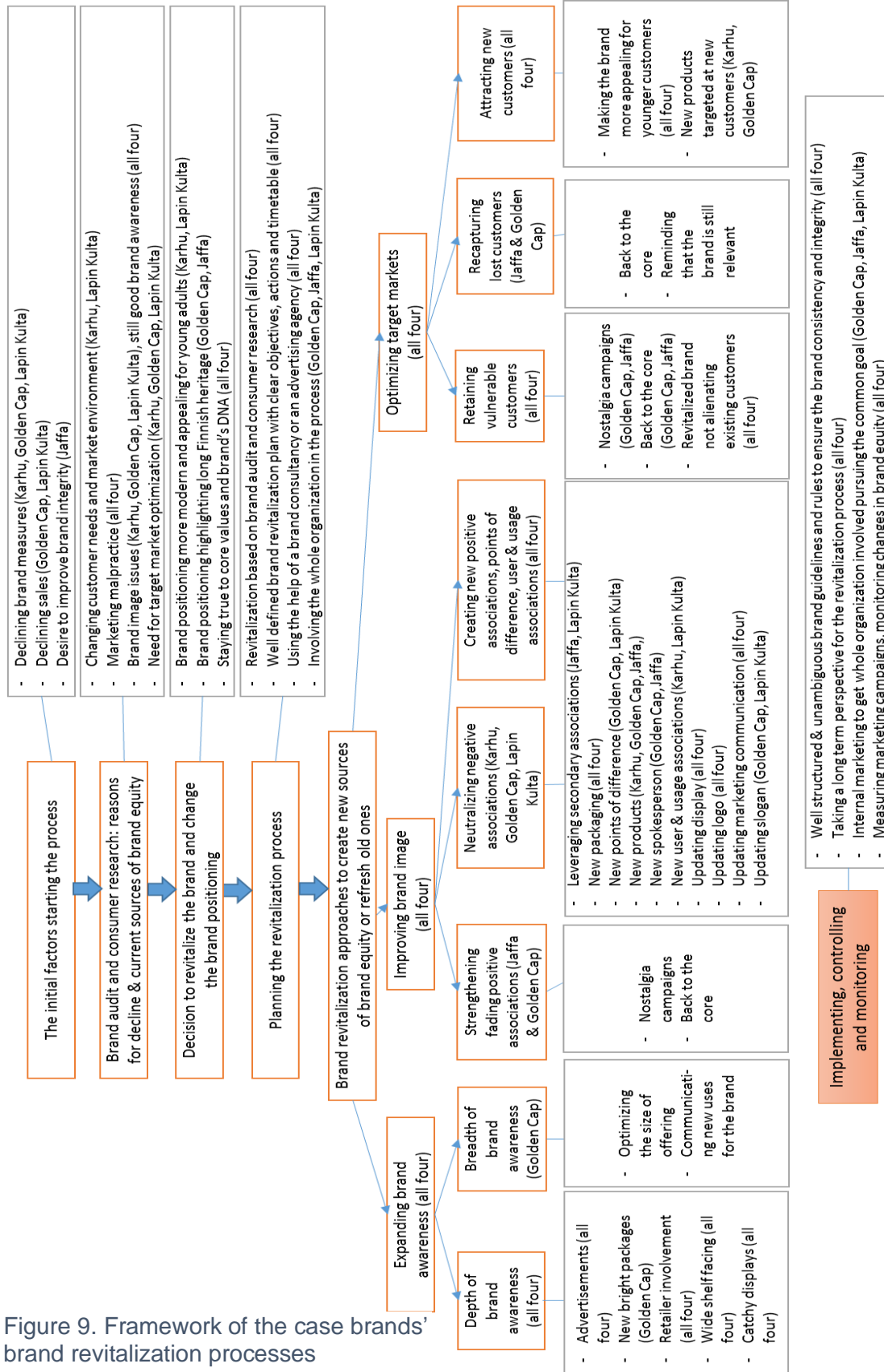
Figure 9. Framework of the case brands' brand revitalization processes

7. CONCLUSIONS & DISCUSSION

This final chapter of this study offers conclusions of the empirical findings which are also discussed in comparison with previous research and literature about the topic. The research questions of this study are answered concisely first. This is followed with a discussion related to the theoretical implications and contributions of the study. Next, the managerial implications chapter is presented, in which useful findings for business managers planning to go through a brand revitalization process are included. After discussing the findings of this study, its validity and reliability is analyzed. The paper ends with discussion about the limitations of this study and suggestions for future research.

Even though the definition of brand revitalization is not congruent in the literature, the following definition which seems to be the most general one, was adopted for this study. Brand revitalization was defined as: "Brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market (Merrilees, 2005), by obtaining new sources of brand equity or by recapturing lost ones to achieve the intended (new) positioning (Keller, 1999)". According to this definition, all the four case companies can be classified as having gone through a brand revitalization process. Though, some might argue that Jaffa's case was more about reinforcing the brand, also they nevertheless aimed at changing the brand positioning. This illustrates the difficulty of classifying some cases if they are about brand revitalization or brand reinforcement. Of course, the more radical cases can easily be pointed out as brand revitalization examples but some cases cannot easily be declared as one or another. In fact, it seems that in the real world there are numerous brand management cases in different places on the brand revitalization – brand reinforcement spectrum, instead of there being just two single and separate different phenomena.

The aim of this research was to enhance the knowledge of the brand revitalization phenomenon and seek new insights by studying how the brand revitalization process is managed in the Finnish beverage industry. Thus, the main research questions was *How is the brand revitalization process managed in the Finnish beverage industry?*. In order to answer the main research question five supportive sub-questions were posed: 1) *Which factors cause the need for brand revitalization process?*, 2) *How is the brand revitalization process planned?*, 3) *What approaches are used to revitalize the brand?*, 4) *What concrete actions are taken to revitalize the brand?*, and 5) *How is the revitalization process controlled and monitored?*.

The empirical part of this study pursued to answer these questions by conducting a quantitative research of the brand revitalization process of four Finnish beverage brands. Semi-structured interviews with the brand managers of case brands were conducted and all other possible information available about the cases searched to accurately describe the brand revitalization processes of the case brands. In addition, the interviewees were asked to tell what they believe are the most important things in brand revitalization. Thus, it can be assumed that the revitalization processes were described quite accurately.

The first sub question was *"Which factors cause the need for brand revitalization process?"*. As it is noted in previous literature, there exist countless possible reasons for brand decline (Keller, 1999). The initial factors that made the case brands consider brand revitalization were declining brand image among younger consumers for three brands and declining sales for two brands. One of the case brands was different from others because its brand was in a very good state and it was not facing any difficulties. The initial factor driving the company towards brand revitalization was a proactive decision to revitalize the brand because they felt it was not as integrated as it should be, and it could be even stronger than it was.

Next, all case brands conducted a thorough brand audit and consumer research to assess the current sources of brand equity and possible reasons for the brand decline and need for brand revitalization. Each brand found out that they had made some mistakes in the past or even marketing malpractice, causing the situation. For example, one case brand had not been consistent in their brand communication and marketing which had led to a confused brand image amongst the consumers. In fact, three case brands found out different brand image issues. For example, their brands were perceived old-fashioned and not appealing by the younger consumers. These three brands also found out that they should do some target market optimization. One brand even found out that their existing clientele was moving on to the beyond. Another reasons mentioned for the need for brand revitalization were changing customer needs and changing marketing environment. As the external world had changed, the brands had to evolve also.

The second sub-question was *"How is the brand revitalization process planned?"*. As noted above, all case brands first conducted thorough brand audits and consumer research to determine the current state and positioning of the brand and reasons for the brand decline. This is also suggested by practically every academic writing about the topic (Berry, 1988, Ewing et al., 1995, Keller, 1999, Donato, 1999, Wansink & Huffman, 2001, Lehu, 2004, Sunil & Chiranjeev,

2009, Dev & Keller, 2014). However, this might not be as self-evident as one might think. For example, in Lehu's (2004) study of brand experts who had managed brand revitalization processes, none had conducted brand audit or other specific research and the revitalization decisions were based more on personal feelings than accurate information.

After conducting brand audit and consumer research the case brands created a well-defined brand revitalization process plan with clear objectives, actions and timetable. Three case brands highlighted the importance of involving the whole organization in the process from top management to production and salesforce. Each brand used the help of brand consultancies or advertising agencies at some point of the planning phase. All case brands aimed at changing their brand positioning but kept the core and DNA of their brands unchanged. This is quite logical, as the most suitable brands for brand revitalization are those which already are differentiated from other brands (Wansink, 1997, Lehu, 2004). Thus, even though the brand positioning is changed and the brand revitalized to more modern (or nostalgic and hereditary) and appealing, the underlying differentiating elements are kept unchanged. The case brands also used consumer testing to ensure that the planned new revitalized brand elements really do create the desired brand associations in consumers' minds.

The third sub-question was *"What approaches are used to revitalize the brand?"*. There are numerous different strategies and approaches to revitalize a brand presented in the academic literature. For this study the possible revitalization efforts were classified in three approaches – expanding brand awareness, improving brand image, and target market optimization. The most important approaches the case brands used were the latter two. In order to improve the brand image, all four brands aimed at creating new positive associations, points of difference and/or user and usage associations. Three brands also aimed at neutralizing negative associations some consumers had developed towards the brand, and one aimed at strengthening fading positive associations. The main thing in the case brands' target market optimization was attracting new customers. Two brands aimed mainly at attracting new younger customers and two at attracting new customers of all ages. Two brands also aimed to recapture lost customers. All hoped to retain vulnerable existing customers, though it was not the main focus for two of the brands. Brand awareness was not a problem for any of the brands but all four can be seen to expand the breadth of their brand awareness. Only one aimed at expanding the breadth of the brand awareness.

The fourth sub-questions was *"What concrete actions are taken to revitalize the brand?"*. Numerous different actions can be taken to revitalize the brand as is suggested by the plethora of possible actions described in academic literature. The most common actions to improve the brand image were introducing new packaging, updating display in retail stores, bars and restaurants, updating logo and updating marketing communication, which were taken by all four case brands. Other actions taken at least by two brands were for example leveraging secondary associations, developing new points of difference, user, and usage associations, updating slogan, and introducing a new spokesperson.

The most common actions to expand the brand awareness were linked to the depth of brand awareness. All brands put a lot of efforts in advertising and created catchy displays in retail stores, bars and restaurants to ensure visibility for the revitalized brand. All four also promoted and "sold" the revitalization for retailers in order to get them excited as well and ensure them that the new revitalized brand will sell a lot and deserves special attention. Partly because of this win-win situation between retailers and case brands, all the four brands also managed to get wide shelf facing and extra visibility in the retail stores. Only one brand took actions classified as expanding the breadth of brand awareness by optimizing the size of the product offering and by communicating new uses for the brand.

Concrete actions related to target market optimization were for example introducing line extensions targeted at younger customers and using marketing messages and channels designed to reach the younger customer segment. The two brands which were also more concerned about retaining vulnerable existing customers and recapturing lost customers used both nostalgia campaigns and a kind of back-to-the-core-strategy using the original products as hero products and reminding the consumers that the brand is still relevant today.

The fifth sub-question was *"How is the revitalization process controlled and monitored?"*. Each brand developed well-structured and unambiguous brand guidelines and rules for the personnel to follow to make sure the brand stays controlled. Also the role of brand manager as the "guardian of the brand" was highlighted. Three brands highlighted the importance of getting the whole organization involved in the brand revitalization and pursuing the common goal. Company internal events were organized to promote the revitalized brand for the personnel.

All four brands measured their marketing campaigns to make sure they were creating the desired results. Brand equity was also measured to see if the revitalization was heading to the

right direction. All stated that brand revitalization is a many-year-process so a long term perspective is needed.

So, what comes to the main research question to this study – *"How is the brand revitalization process managed in the Finnish beverage industry?"* – it can be stated that there is no single magic formula or process to brand revitalization. Each process is its own and depends on the case. However, there seem to be some important common characteristics suggested by the findings of this study and also mentioned in the academic literature. How the brand revitalization process is managed in the Finnish beverage industry in general is illustrated in figure 10 below. It summarizes the main common themes of the studied brands' revitalization processes. The more detailed figure of the case brands' revitalization processes was presented in figure 9 in the cross-case analysis chapter.
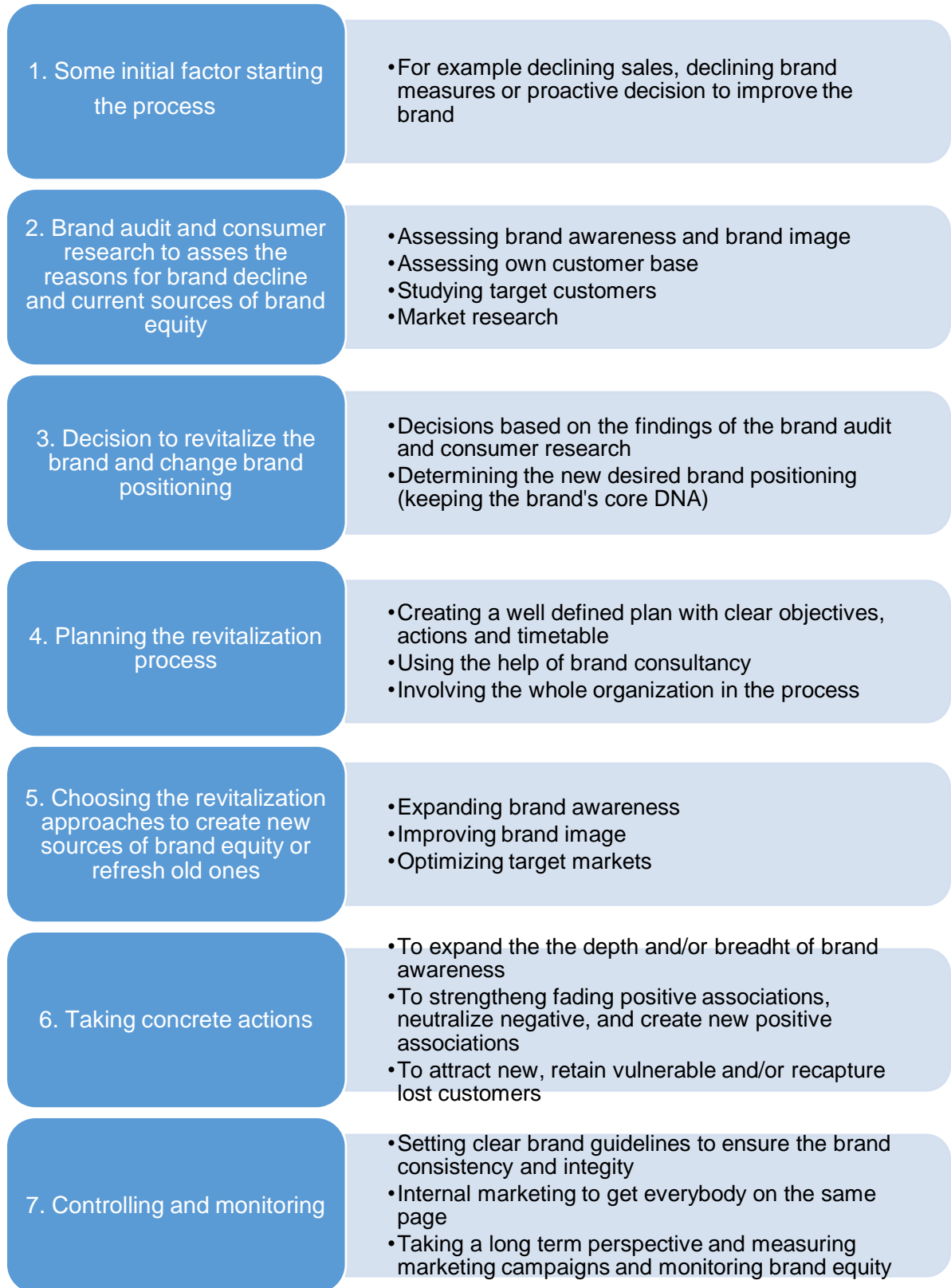
1. Some initial factor starting the process	• For example declining sales, declining brand measures or proactive decision to improve the brand
2. Brand audit and consumer research to asses the reasons for brand decline and current sources of brand equity	• Assessing brand awareness and brand image • Assessing own customer base • Studying target customers • Market research
3. Decision to revitalize the brand and change brand positioning	• Decisions based on the findings of the brand audit and consumer research • Determining the new desired brand positioning (keeping the brand's core DNA)
4. Planning the revitalization process	• Creating a well defined plan with clear objectives, actions and timetable • Using the help of brand consultancy • Involving the whole organization in the process
5. Choosing the revitalization approaches to create new sources of brand equity or refresh old ones	• Expanding brand awareness • Improving brand image • Optimizing target markets
6. Taking concrete actions	• To expand the the depth and/or breadht of brand awareness • To strengtheng fading positive associations, neutralize negative, and create new positive associations • To attract new, retain vulnerable and/or recapture lost customers
7. Controlling and monitoring	• Setting clear brand guidelines to ensure the brand consistency and integity • Internal marketing to get everybody on the same page • Taking a long term perspective and measuring marketing campaigns and monitoring brand equity

Figure 10. How the brand revitalization process is managed in the Finnish beverage industry

7.1.   Theoretical implications

First of all, this is another study which supports the concept of brand equity (Aaker, 1991) and customer based brand equity (Keller, 1993). The case brands all monitor and actively manage brand equity and its two underlying constructs – brand awareness and brand image. Also the claims that all brands risk the chance of losing their vitality no matter how successful they once were (Dev & Keller, 2014) and that every brand should regularly be revitalized to keep it fresh, vital and relevant as the times change (Merrilees, 2005) are supported by the findings of this study. All of the four studied case brands were or once were iconic, big and popular Finnish beverage brands. However, they all faced a need for brand revitalization. I find this logical. The new consumer generation always probably has slightly different mindscape and preferences than the previous one, and thus, if a brand wants to stay relevant it must evolve as well. Like one brand manager said, people have changed a lot in the past 20 years and the brands must try to understand this change and build the revitalized brand according to that.

Dev & Keller's (2014) notion that the key in good brand management is to proactively manage and monitor the brand, and if needed, start the revitalization process even before the brand begins to fade also gets some support from this study. Karhu for example was still doing very well but when the company noticed that its brand image was diluting amongst the younger adults they reacted and decided to revitalize the brand. They were able to get through the process with subtle changes in brand elements and a minor change in brand positioning prob- ably because they reacted to the problem early on. Jaffa even started the revitalization process before any signs of brand decline appeared and conducted consumer research to find out how they could be even stronger than they were.

However, the different aspects of the studied brand revitalization cases in this research invoke the question where the line between brand reinforcement and brand revitalization is drawn – or can it be specifically drawn. The process of one studied case brand seemed to remind a lot of a brand reinforcement case. According to the literature review, brand management is consisted of two components – brand reinforcement and brand revitalization. However, as noted before, it seems that in the real world there are numerous brand management cases in different places on the brand revitalization – brand reinforcement spectrum, instead of there being just two different phenomena.

It is common when building a theory to classify the phenomena into categories defined by the attributes. This organizes and simplifies the world in a way that highlights the phenomena and outcomes of interest. For example the study of strategy has developed categories like diversified versus focused firms. (Christensen, 2006) In the same way brand management has been categorized into brand reinforcement and brand revitalization. Christensen (2006) says that only when an anomaly is identified an opportunity to improve theory occurs and the phenomena defined, categorized and measured less ambiguously and more precisely. The studied case in this research which resembled of both brand revitalization and brand reinforcement hints that maybe brand management cannot simply be categorized in just two different constructs. This, could also explain why the debate is so broad and lacks specific principles to manage brand revitalization (Merrilees, 2005), and why even the definition of brand revitalization is not still consistent in the professional literature (Kolbl et al., 2015).

The findings of this study seem to support the theoretical framework which was derived from numerous sources of the literature review (for example Keller 1999 & Lehu, 2004). The debate in academic literature is broad and lacks specific principles to manage brand revitalization (Merrilees, 2005). For this study, the view that there are three different revitalization approaches to choose from in order to create new sources of brand equity or refresh old ones: brand awareness can be expanded, brand image improved and/or target markets optimized, was adopted. The four case brands used all three approaches, at least at some level. I believe this is the case in every brand revitalization process.

First of all, if a brand would only take actions under the expanding brand awareness-approach, without any aim of effecting consumers' associations about the brand (=improving brand image-approach), it would be a case of brand reinforcement, not brand revitalization. Keller (1999) says that in brand reinforcement, for example the advertising campaigns can have different slogans and creative strategies, new features added to or dropped from the product, prices may go up or down and different brand extensions introduced or withdrawn over time. In spite of these changes, the key elements of marketing are always retained and the brand meaning kept unchanged in order to remain the brand's strategic positioning consistent. (Keller, 1999) Brand revitalization on the other hand was defined as "brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market (Merrilees, 2005), by obtaining new sources of brand equity or by recapturing lost ones to achieve the intended positioning (Keller, 1999)". Thus, if only the expanding brand awareness-approach is used and no changes made

in brand image and brand positioning, it should be categorized as a brand reinforcement case according to the above mentioned definitions.

On the other hand, I believe that brand revitalization cases in which only improving brand image approach is taken are extremely rare, if not non-existent. I suppose that actions to expand the depth of brand awareness, like wide shelf facing, catchy displays at retail stores, bars and/or restaurants, or at least advertising the revitalized brand, are taken in virtually every successful brand revitalization. Naturally, I do this claim within the context of this study – beverage product brands, but I presume it applies to all fast-moving-consumer-goods-brands. Corporate and service brands might be a different case.

I also claim that the third approach – optimizing target segments, is also present at some level in every brand revitalization process as well. What would be the rationale for any company to revitalize their brand if they were not aiming to retain vulnerable existing customers, and/or recapture lost customers, and/or attract a new customer segment? Thus, I claim, basing on a logical and critical review of previous academic literature and on the findings of this study, that rather than being alternative options, these approaches are in fact complementary parts of the revitalization process, if the earlier mentioned definition of brand revitalization is used. Some actions under each approach are always needed, depending on the case.

One finding of this study implies interesting theoretical implications. Practically all academic papers discussing the brand revitalization of product brands completely ignore internal marketing and involvement of the company internal stakeholders, apart from top management support for the revitalization process. Internal marketing and involvement of personnel seem to be connected only to corporate brands and corporate rebranding in the academic literature. Aaker & Joachimstaler (2000) for example say that the company branding strategy can only deliver results when it is successfully communicated also within the company in a way that personnel becomes committed and excited. Everyone must feel ownership of the branding strategy. The brand identity must be true, it cannot be just marketing department's exercise. The organization must be willing to support the brand by investing in it. (Aaker & Joachimstaler, 2000, 110) Muzellec & Lambkin (2006) say that internal marketing is very important in corporate rebranding because both employees and customers must understand the need for change. Corporate rebranding strategies must aim at convincing both external and internal stakeholders. (Muzellec & Lambkin, 2006)

The academic papers discussing the revitalization of product brands do not seem to address this issue. However, three of the case brands studied in this research had done some kind of internal marketing to get the whole organization involved. This happened both in the planning phase and prior launching the revitalized brand. Two of the brands even organized company internal launching events for the revitalized brands to get everybody in the organization excited and on the same page about the new revitalized brand. The rationale for this internal marketing was to get everybody involved, excited and pursuing the common goal. It also facilitates controlling the revitalized brand, as everybody accepts and understands how it should be manufactured, marketed and sold.

This finding seems to hint that there is more in product brand revitalization than the previous academic literature has suggested. The idea that conveys from the literature is that brand revitalization is just about analyzing current sources of brand equity and reasons for brand decline, taking corrective actions and determining new desired brand positioning and brand elements, and launching and advertising the revitalized brand for consumers. The companies, whose brands were studied in this research, manufacture and sell numerous other beverage brands as well. However, their brand revitalization processes include elements of internal marketing and the whole organization involvement, which are usually connected to corporate branding and rebranding only. Thus, it appears that internal marketing and the whole organization involvement are important parts of some brand revitalization processes as well.

This is one of the first academic researches with an empirical focus on several brands' brand revitalization processes. The brand revitalization process (illustrated in figure 10), and how it is managed in the Finnish beverage industry from other parts than mentioned above, resembles the few processes presented in the academic papers a lot (for example Dev & Keller, 2014). Even though this research was able to give a general answer to the main research question of this study – How is the brand revitalization process managed in the Finnish beverage industry? – no single unequivocal process management formula was found. This is natural because every brand revitalization process is probably slightly different depending on the brand's situation and circumstances. The revitalization processes and how they are generally managed were described and many important common themes and specific principles to revitalize a brand found, in addition to presenting all kinds of possible actions that can be taken. However, I believe that in order to give a more detailed answer to how to manage a brand revitalization process, it should first be clarified what kind of case is at hands. The process and how it is managed can

be very different between a brand facing serious problems and a strong brand which wants to do some proactive minor changes on time to avoid the brand decline.

Anyhow, the findings support the importance of first determining the reasons for brand decline and current sources of brand equity before developing a revitalization plan. The findings also back the concept of brand revitalization process being a systematic strategic process aiming to create new sources of brand equity or to refresh old ones based on the assessment of the reasons for the brand decline and current sources of brand equity, instead of being random actions to refresh a brand based on a personal feeling. Also the importance of keeping the new revitalized brand controlled, integrated and consistent, like previous literature suggests (for example Sunil & Chiranjeev, 2009), was supported by the findings of this research.

7.2. Managerial implications

During the past two decades there seemed to be a brand revitalization and rebranding boom in the markets. Even the Finnish postal office company Posti rebranded itself as Itella (Vaalisto, 2007). There are numerous other examples of product and corporate brand revitalizations, some more successful than others. Basing on the findings of this study, statements from the interviewed brand managers, and previous academic literature, companies planning to revitalize a (product) brand should understand and make at least three essential things clear: WHY the brand will be revitalized, WHAT is the goal of the revitalization, and HOW this goal will be reached.

First of all, brand revitalization should be a strategic process with the understanding of the reasons for the brand decline, well considered choices and actions, and clear and well defined goals, not common sense tactics based on a personal feeling (Lehu, 2004). There should be a fact-based reason for the decision to revitalize a brand, for example declining sales or diluting brand image. Like Karhu's brand manager Heino said "Brand revitalization should always be based on consumer insights, and not started just because the manager feels bored of the brand". Whatever the initial reason for the decision to consider brand revitalization might be, a thorough brand audit and consumer research are needed to accurately assess the current sources of brand equity and reasons for the brand decline. The company must be frank with itself when interpreting the possible unpleasant findings in order to be able to successfully revitalize the brand (Ewing, 1995). For example, Lapin Kulta had always been perceived as a

premium beer brand associated with pure Finnish nature by the company itself but this was not the case with consumers anymore. Lapin Kulta had to first accept this fact in order to be able to do something for it.

After clarifying why the brand needs to be revitalized, it must be determined what the goal of the revitalization is. What is the target customer segment, in other words, for who is the revitalization done? For example Karhu and Lapin Kulta pursued at making their brands more appealing for younger adults, so naturally their revitalization efforts were targeted at this segment. The new brand positioning must naturally also be determined, including possible changes in pursued brand associations in the target consumers' minds in order to improve the brand image. The possible extending of brand awareness should be decided as well. All these decisions should be based on the findings of the brand audit and consumer research. Lapin Kulta for example even conducted completely non-brand related consumer research in order to better understand their target segment – young adults of today – to give insight to which direction to revitalize their brand.

Then it should be planned how the new revitalized brand positioning will be reached. A well-defined brand revitalization process plan with clear objectives, actions and timetable should be created. It is for example possible to change the brand's logo or packaging but it must first be understood why and to whom are these changes made. Numerous other possible actions to revitalize a brand were presented in figure 9. It is advisable to use the help of brand consultancy when planning out revitalization efforts. It is also recommendable to involve other parts outside of the marketing department to the process. This facilitates getting everybody understanding the reasons for the brand revitalization and pursuing the common goal. Internal marketing and even company internal events can be organized in order to get everybody on the same page. This also helps controlling and keeping the revitalized brand integrated as everybody understands how it should be manufactured, marketed and sold. After launching the revitalized brand, marketing campaigns should be measured and brand equity and the key performance indicators relating to the goals of the revitalization followed in order to see if the taken actions are delivering desired results. Long term perspective has to be taken, because as Golden Cap's brand manager Koskela said: "It is important to remember that it takes more than just a couple of months to actually see changes in brand measures."

In addition to these general guidelines for managing brand revitalization process, retailer involvement or retailer marketing can be a beneficial concrete action for product brands which

are distributed through retail stores to expand their brand awareness. Promoting the brand revitalization for retailers and convincing them that the new revitalized brand will sell well can be very worthwhile like Koskela said "(By promoting the revitalization for retailers) we got a lot of extra space and visibility in shelves and aisles in retail stores".

It is also suggested to keep the brand's core associations and DNA unchanged if possible when revitalizing a brand. Even though Karhu and Lapin Kulta targeted their brand revitalization efforts at new younger customer segment, they did not alienate their existing customers because the brands' DNA was remained. "If we want to keep our status as the most preferred Finnish beer we can't deviate from Karhu's basic values. If someone has consumed Karhu for 20 years, and has developed a strong image of it, and then we suddenly come and say that Karhu is something completely else he will probably leave the bottle in the shelf." (Heino, 2016)

7.3.   Reliability and validity

According to Yin (2003), the quality of research design is judged by testing the construct validity, internal validity, external validity and reliability of the research. In order to improve the construct validity of the research multiple sources of evidence should be used and chain of evidence established. (Yin, 2003, 35-36) Another way is to have the key informants review the draft version of the case report. (Stake, 1995, 115; Yin, 2003, 34-36; Saunders, Lewis & Thornhill, 2009, 146).

Data triangulation was used in this study by complementing the primary data of the interviews with data from news articles, company press releases, company web pages, journal articles and internal company documents. The chain of evidence is established by citing the specific documents and interviews used and offering quotations from the interviews. Also the circumstances under which the empirical evidence was collected are revealed (time and places of the interviews and links to the secondary data). The draft version of the case report was also sent for the key informants to make sure that no misinterpretations were made by the researcher.

Yin (2003) states that internal validity is a concern for causal or explanatory case studies only. In these studies the researcher tries to determine if there are causal relationships between different factors and has to make sure that no unknown factor is actually causing the relationship. (Yin, 2003, 36) Internal validity is concerned whether the theoretical ideas used in the research match up to the data. (Lee & Lings, 2008, 210). This research is an exploratory study

aiming to seek new insights into brand revitalization phenomena. The initial theoretical part of the study is based on previous academic literature about brand revitalization and the findings of the research discussed in relation to the theory.

External validity deals with the generalizability of the research's findings. Case studies rely on analytical generalization – the researcher tries to generalize results from the research to a broader theory. The findings should be replicated in other cases for them to be accepted as providing support for the theory. (Yin, 2003, 37) The need for replication of the findings have been challenged by some authors. It is suggested that an in-depth analysis of a case with an abductive research approach can give as good and sound results as the traditional replication logic of case studies. (Dubois & Gadde, 2014)

However, in order to enhance the external validity of this research the multiple-case study approach was adopted for this study. Four different cases from the same industry were studied which should generate more convincing results through the replication logic. Data saturation concerning the studied cases was reached as no more new insights into the research problem risen from all the data collected. As this research was an exploratory research aiming to gain new insights to a phenomenon with little empirical research, the use of abductive approach of systematically combining empirical data and theory, and introducing additional literature to explain emerging themes (for example internal marketing) should also improve the validity of this research. However, it would be interesting to study more brands in future to see if the findings are replicated again. The analytical generalizability is linked to the brand revitalization process of fast moving consumer goods brands, especially beverage brands. Thus, it can be stated that the findings of this research can be applied at least to other beverage brands.

The reliability of a research is about minimizing errors and biases – to demonstrate that by following the same procedures described and by conducting the same case study again, the same findings and conclusions would be reached. (Yin, 2003, 37) Reliability "refers to the extent to which the data collection techniques or analysis procedures will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data" (Saunders, Lewis & Thornhill, 2009, 600).

There are four threats to reliability: subject or participant error, subject or participant bias, observer error and observer bias (Saunders, Lewis & Thronhill, 2009, 156-157). The risk of par-

ticipant error and bias were reduced by interviewing brand managers who were willing to participate the research, highly knowledgeable about their brand revitalization process, and whose answers were not likely affected by other people. In addition it was decided that only brands that have gone through a revitalization process in the 2010's are included in the research in order to reduce memory biases. Observer errors and biases were reduced by conducting all the interviews in a short period of time by a single person. The same semi-structured interview was used in each interview, interviews recorded and transcribed entirely by the researcher. In addition, the draft version of the case report was sent to the interviewees to avoid misinterpretations.

As Ghauri & Grönhaug (2010, 206-207) state, any type of research needs theory, so theoretical framework and research questions were used to develop an ex-ante list of codes and give direction for the study. Coding of the data was a continuous process and every time a new code emerged all the data was analyzed to find out if it was present in other cases. The ex-post list of codes (no new codes emerged anymore) is presented in Appendix 2.

CAQDAS NVivo was used to help the coding and analysis process of the data. It helps categorizing and coding large amounts of information (Yin, 2003, 110) and analyzing large data sets and making associations within the data (Miles & Huberman, 1994, 44). In addition, it helps making the primary and secondary data analysis more efficient and transparent, improving the chain of evidence and strengthening the credibility of results. The research methodology and results of the research are presented thoroughly to make the findings and conclusions more accurate.

7.4. Limitations and future research

This research was focused on beverage industry, on four big Finnish beverage brands. It is supposed that the findings of this research are generalizable in beverage industry in general. However, as only four big major Finnish beverage brands were studied this assumption is not certain. Thus, research of smaller beverage brands and beverage brands from other countries is needed to confirm this. It would also be interesting to study other industries of fast moving consumer goods and even other types of brands, in addition to fast moving consumer goods, to see if the findings of this study would be replicated in those contexts or if the brand revitalization process described here is only limited to this context.

This study is limited to offer a relatively general framework for brand revitalization process including possible strategies and actions to take in the context of beverage industry due to the many differences in the studied processes. A suggestion for future research is to study brands with different level of brand equity which have gone through a brand revitalization process. Are there differences between brands with severe brand image issues or brand awareness problems and brands which start the process proactively on time before facing these problems or to improve their brand equity even further? Perhaps this way it could be possible to define different categories of brand revitalization and offer more specific principles and strategies to manage the revitalization processes for different categories.

However, the qualitative research in itself limits the amount of possible case brands to be studied. In-depth case studies take a lot of time and effort to conduct, so quantitative research on the topic should be done. A survey research of brand revitalization processes studying the presence of the approaches, strategies and actions found in this and previous researches, in addition to clarifying the brands' state before revitalization could be a way to find out if different kinds of brand revitalization process categories can be found out and more specific principles to manage them given. It would be interesting to see for example how common the internal marketing and promoting the revitalization for retailers are in different brand revitalization processes and if different brand revitalization categories could be defined.

Another limitation of this research is its unit of analysis. The brand revitalization process was studied from the companies' perspective. Thus, only how the revitalization process was managed and the companies' opinions about its success can be presented. In order to study the success and effectiveness of brand revitalization processes, and to find out proven best practices, also the consumers' changed perceptions about the revitalized brands should be studied.

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APPENDICES

Appendix 1. Ex-ante list of codes

Codes
Brand audit
Current sources of brand equity
Reasons for decline
BRAND REVITALIZATION APPROACHES
Expanding brand awareness
Breadth of brand awareness
Depth of brand awareness
Improving brand image
Creating new positive associations
Neutralizing negative associations
Strenghtening fading positive associations
Brand revitalization definition
Implementing, controlling & monitoring
Brand elements consistent, coordinated and integrated
Long term perspective
Measuring brand equity
Measuring marketing campaigns
Relaunching event
Optimizing target segments
Attracting new customers
Recapturing lost customers
Retaining vulnerable customers
Outcome of revitalization process
Planning
Brand consultancy
Integrated or separate MC
New positioning
Revitalization strategy

Appendix 2. Ex-post list of codes (exported from NVivo software)

Codes	Sources	References	Created By	Modified On	Modified By
Brand audit	5	14	RTO	762016 14:45	RTO
Current sources of brand equity	1	2	RTO	762016 15:50	RTO
Brand awareness	4	5	RTO	662016 14:40	RTO
Brand image	5	16	RTO	762016 15:49	RTO
Customers	2	3	RTO	662016 15:01	RTO
Reasons for decline	0	0	RTO	2752016 15:38	RTO
Changing customer needs	3	5	RTO	762016 14:35	RTO
Environmental factors	3	4	RTO	662016 15:23	RTO
Marketing malpractice	3	4	RTO	262016 17:06	RTO
Negative associations	5	7	RTO	762016 14:33	RTO
Old fashioned brand image	5	12	RTO	762016 14:30	RTO
BRAND REVITALIZATION APPROACHES	0	0	RTO	2752016 15:45	RTO
Expanding brand awareness	2	2	RTO	662016 14:59	RTO
Breadth of brand awareness	0	0	RTO	2752016 15:49	RTO
Increasing the frequency of consumption	2	2	RTO	2752016 17:01	RTO
Increasing the quantity of consumption	1	2	RTO	2752016 16:38	RTO
Depth of brand awareness	0	0	RTO	2752016 15:45	RTO
Advertisements	5	9	RTO	662016 15:06	RTO
Bright packages	2	3	RTO	2752016 17:04	RTO
Catchy displays	3	5	RTO	2752016 17:04	RTO
Wide shelf facing	3	5	RTO	2752016 17:04	RTO
Improving brand image	4	4	RTO	662016 15:24	RTO
Creating new positive associations	1	1	RTO	262016 16:53	RTO
Leveraging secondary associations	3	5	RTO	762016 14:27	RTO
New packaging	12	27	RTO	762016 14:43	RTO
New points of difference	4	10	RTO	762016 14:25	RTO
New products	4	7	RTO	762016 14:42	RTO
New spokesperson	2	2	RTO	662016 15:09	RTO
New user & usage associations	1	1	RTO	762016 14:38	RTO
Updating display	5	17	RTO	762016 14:44	RTO
Updating logo	10	18	RTO	762016 14:37	RTO
Updating marketing communication	6	20	RTO	762016 15:48	RTO
Updating slogan	2	2	RTO	262016 16:55	RTO
Neutralizing negative associations	1	1	RTO	662016 15:02	RTO
Enhancing quality	2	6	RTO	262016 17:07	RTO
New packaging	10	17	RTO	762016 14:43	RTO
New points of difference	2	4	RTO	762016 14:25	RTO
New products	2	2	RTO	2752016 17:30	RTO
New spokesperson	1	1	RTO	2752016 16:34	RTO
New user & usage associations	1	1	RTO	762016 14:40	RTO
Updating display	4	6	RTO	762016 14:44	RTO
Updating logo	7	10	RTO	762016 14:27	RTO
Updating marketing communication	6	11	RTO	762016 14:29	RTO
Updating slogan	2	2	RTO	262016 16:56	RTO
Strenghtening fading positive associations	0	0	RTO	2752016 15:52	RTO
Back to the core	3	4	RTO	762016 14:47	RTO
Nostalgia campaigns	5	14	RTO	762016 14:47	RTO

Appendix 2 continued

Brand revitalization definition	4	4 RTO	662016 14:26	RTO
Implementing, controlling & monitoring	0	0 RTO	2752016 16:03	RTO
Brand elements consistent, coordinated and in	6	11 RTO	762016 14:44	RTO
Internal marketing	3	6 RTO	262016 17:01	RTO
Long term perspective	5	11 RTO	762016 14:44	RTO
Measuring brand equity	4	9 RTO	662016 15:15	RTO
Measuring marketing campaigns	4	6 RTO	662016 15:15	RTO
Relaunching event	4	4 RTO	262016 17:01	RTO
Retailer involvement	3	5 RTO	762016 14:44	RTO
Optimizing target segments	5	7 RTO	762016 14:45	RTO
Attracting new customers	3	4 RTO	662016 14:55	RTO
Attract older customers	1	2 RTO	2752016 17:28	RTO
Attract younger customers	5	18 RTO	762016 14:33	RTO
brand & line extensions	2	3 RTO	2752016 17:29	RTO
Recapturing lost customers	2	4 RTO	2752016 17:27	RTO
Nostalgia campaigns	3	8 RTO	762016 14:11	RTO
Remind the salience	3	5 RTO	762016 14:48	RTO
Retaining vulnerable customers	2	4 RTO	2752016 17:27	RTO
Nostalgia campaigns	3	9 RTO	762016 14:48	RTO
Remind the salience	4	6 RTO	762016 14:48	RTO
Outcome of revitalization process	6	13 RTO	762016 14:43	RTO
Planning	2	2 RTO	262016 17:12	RTO
Brand consultancy	5	8 RTO	762016 14:29	RTO
Consumer testing	4	5 RTO	762016 14:29	RTO
Integrated or separate MC	5	7 RTO	662016 15:13	RTO
New positioning	6	12 RTO	762016 14:36	RTO
Revitalization strategy	4	20 RTO	662016 15:18	RTO
Role of top management	2	3 RTO	262016 16:51	RTO

Appendix 3. Coding in NVivo

Appendix 4. Coding in NVivo

Appendix 4. Interview outline

- What do you think brand revitalization means?
- What was your role in the brand revitalization process?
- What was your brand's state before revitalization?
- Why was it decided to revitalize the brand?
- Did you create a strategic brand revitalization plan?
- Did you use some kind of process model?
- Did you conduct research to assess the current state of the brand?
- What objectives were set for the revitalization?
- How was the brand revitalization carried out?
- Did you do something to expand the brand awareness or improve brand image?
- Did you modify or enlarge the brand's target customer segment?
- What concrete changes were made and actions taken?
- How was the revitalized brand launched?
- What marketing methods were used?
- How the brand integrity and consistency are ensured?
- How is the brand revitalization monitored and measured?
- How long a process brand revitalization is?
- What do you think are the most important things in brand revitalization?
- Do you see that your brand revitalization process was successful? Why/why not?