CHAPTER VIII – STRATEGIES TO REVITALIZE MATURE BRAND

8.0.0.0 Introduction

This chapter is related to the strategies for revitalizing the mature brand. The research work done facilitated to know about mature brands and its characteristics, parameters to evaluate the mature brand before revitalizing the mature brand and the reasons for brand maturity. Many brand revitalization strategies had been suggested by the brand Guru’s like Aaker, Kapferer, Keller and Wansink which were also studied during the research study. Apart from this case studies were also considered to know how the brands had been revitalized in the past to have more in depth knowledge for brand revitalization strategies.

The chapter initially discusses about strategy, organizational strategy and brand strategy in brief. Understanding the mature brand and its symptoms had been discussed in detail. Brand revitalization strategies study had been followed by the brand revitalization strategy model that would assist in selecting the strategy during the different market states and product category.

8.1.0.0 Strategy

Strategy is the vital part for any business to run successfully. In this section of the chapter we would discuss in brief about the strategy, organizational strategy and brand strategy.

Strategy, a word of military origin, refers to a plan of action designed to achieve a particular goal. In military usage strategy is distinct from tactics, which are concerned with the conduct of an engagement, while strategy is concerned with how different engagements are linked. Building on the work of many thinkers on the subject, one can define strategy as "a comprehensive way to try to pursue political ends, including the threat or actual use of force, in a dialectic of wills – there have to be at least two sides to a
conflict. These sides interact, and thus a Strategy will rarely be successful if it shows no adaptability."

Organizational Strategy is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations".

Hence, the strategy can be defined as procedure which firm needs to follow but it is very important to review the strategy of the firm on periodical basis as any industry does not work in isolation. According to Michael Porter an industry is influenced by five forces. The strategic business manager seeking to develop an edge over rival firms can uses this model to better understand the industry context in which the firm operates. To overcome competition the industry faces threats from suppliers, buyers, substitutes and new entrants.

The studies have shown that various organizations in the past have changed their strategies based on the above mentioned forces. Many organizations had been very swift to overcome the changes in order to survive in the industry and had been able to lead successful and glorious life.

In any organization success, brand plays a vital role. In today’s market many organization are known by the brands which they own. These brands had been built in through tremendous efforts put in by the management and employees of the organization. Managing a brand also requires a strategy which will have some goal to be achieved in future.

**8.1.1.0 Brand Strategy**

It is defined as a long-term plan for the brand including a determination of key audiences and an understanding of what those audiences need to know about the brand and experience. This should precede all other marketing activity, including naming, as everything should flow from the brand strategy. Thus, a brand strategy is a plan devised
in advance with the intent to increase a company's brand visibility in the consumer market place.

Since this chapter discusses about brand revitalization strategies of mature brand, so before discussing about brand revitalization strategies we would study about the mature brands and its symptoms and when to do brand revitalization.

8.2.0.0 Understanding Mature Brands

Brand gurus define mature brand as:

According to Huffman & Wansink (2001), by definition, mature brands are older brands and their value to a company is over time, not just from annual sales.

Bridwell (2010), through personal mail states, “I do think of them as companies that have essentially been in the same business with a similar business model, similar client/customer base and the same brand for 50 or more years. I think the age is somewhat artificial because it really depends of the nature of the country and its economic development. I would imagine that there are some brands that don't fit this description in India but may be considered mature. In countries like the UK, mature brands might be much older. The mature corporate brands that I have worked are quite varied. The Hartford is the one that I have worked on recently. It is now 200 years old. One of the oldest insurance companies in the US. Most of the others tend to be 50+ years old.” Thus, mature brands cannot be considered only keeping the age factor there are other things into it which makes the brand mature brand and varies from countries and its economic development. (H. Bridwell, personal communication, April-14-2010).

According to Mininni (2010), "mature" brand is one that has been around for a while. A mature brand is one that is long established. Some of these brands are decades old; some are over one hundred years old. A large majority of consumers know what the mature brand is and what it represents, even if they are not constituents of that brand. Just naming a particular mature brand calls to mind the assets or values it stands for. Most mature brands have been around for some time because they have continued to innovate.
their product or service offerings, and they have kept their message or brand communications current. Thus, they have evolved as the consumer has changed. Otherwise, they would stagnate and die out. (T. Mininni, personal communication, April-14-2010).

As per Keller (2010), mature brand have been out in the market for a number of years (at least 5 or 10) and have a certain level of awareness and image with its target market. If it didn't have that ... it would be a developing or maturing brand. (K. L. Keller, personal communication, April-14-2010).

According to Suresh (2010), in my view, a mature brand could be considered as one that has been around for quite some time (say 40-50 years), experienced market ups and downs, faced competitive markets and managed to keep up with the changing times (consumer tastes, value additions to the product). (K. Suresh, personal communication, April-14-2010).

Some argue that there are no mature brands but only mature markets and whether a brand is mature or a market can be a matter of debate. Mature markets are those which experience sales growth of about 2% a year or grow at the rate of price inflation. In other words there is no significant growth in the market and if there is, it implies that the average selling prices are falling.

Thus, from the above definitions we can conclude that mature brands have been in the market for more than fifty years. They have certain level of brand awareness and image attached with its target market, they have changed themselves according to the changes in the market environment, customer preferences and need. These changes had been communicated with its target market which has made them the successful mature brand. If they had failed to change according to the market then they may be stagnant or declining brand.
8.2.1.0 Symptoms Of Mature Brands

Mature brands displays certain symptoms on 4 dimensions. These are Brand Dimension, Price Dimension, Sales Dimension and Technology and Investment Dimension. The details of the above mentioned dimensions are shown in the table below:

<table>
<thead>
<tr>
<th>Brand Dimension</th>
<th>Price Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Narrowing down of brand awareness</td>
<td>• Moderate to premium priced</td>
</tr>
<tr>
<td>• Eroding unique point-of-differentiation</td>
<td>• Under advertised and under</td>
</tr>
<tr>
<td>• Long held heritage</td>
<td></td>
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<tr>
<td>• Weakening brand association with the target market</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sales Dimension</th>
<th>Technology and Investment Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stagnating or declining sales and sales velocity</td>
<td>• Outdated technology</td>
</tr>
<tr>
<td>• Wide distribution network</td>
<td>• Product quality had either not been upgraded or had been compromised</td>
</tr>
<tr>
<td>• Ability to generate the profits</td>
<td>• Sustenance of resources and management focus little or no sales force activity or interest</td>
</tr>
<tr>
<td>• Brand losing the loyal customer base</td>
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</table>

8.2.2.0 When To Revitalize The Mature Brands

Mature brand which needs to be revitalized are those which have been in the market for some time. They may not be earning profits and due to marketing and brand managers negligence they have lost their customer base. The following are the situations when the mature brand can be revitalized:

- **Outdated technology:** They may be losing out their market share due to the product it is offering is outdated. Taking the example of HMT watches at one
point of time they were taken as the luxury brand but they stopped begin innovate and although begin a leader they have lost their market share to other players like Titan and Omega.

- **Non renewal of the target market:** The target market has matured and has not been realigned. Frooti revitalized its brand when it was found after the research study the brand is perceived to be the drink for school children.

- **Stiff competition:** The brand has lost its share to the competitors. It may be due to competitor product is more efficient or competitor is more resourceful. Like Cibaca toothpaste brand couldn’t face competition given by Pepsodent and Close up and finally the brand was bought by its competitor Colgate.

- **Narrowing the brand awareness:** The customers are aware about the brand but the brand awareness has been narrowed due to under promotion or advertising. Communication and message from the brand to the market is not aligned.

- **Tapping new geographic markets:** A maturing brand in one market can be launched afresh in another market.

- **Regaining its lost market share:** Brands are also revitalized to regain the lost market share and market position. As Bajaj two wheeler divisions did by launching the new Bajaj motor bikes to regain it market over took by MNC brands.

- **Brand growth had become stagnant:** When brand growth becomes stagnant then also brand needs to be revitalized. As it happened in the case of Dettol soap. The brand was in leadership position while the brand growth had been stagnant for continuously two quarters then brand was revived.

### 8.3.0.0 Brand Revitalization Strategies

*Lehu (2006)* in the book *Brand Rejuvenation How To Protect, Strengthen & Add Value To Your Brand To Prevent It From Ageing* says brand rejuvenation begins by carefully
exploring the causes and various aspect of brand ageing. If the brand has already started to show signs of ageing, in any myriad of potential problem areas, a methodology to evaluate the most appropriate next steps, based on the underlying causes of its deterioration. It challenges the brand managers to look honestly at the brand image; not only to uncover and address the emerging ageing sign but also to recognize the positive features that can be built upon and reinforced.

Thus, Brand Revitalization can be defined as process where a brand requires either that lost sources of brand equity be recaptured or that new source of brand equity be identified and established. So brand revitalization is a process which is to be done strategically.

The brand revitalization strategies discussed here are after reviewing the strategies by brand management laureate and also the case study analysis of various brands from F.M.C.G. and Consumer durable industry which took the decision of brand revitalization and were successful.

The strategies for the brand revitalization can be broadly classified under following heads (Dendrogram 8.2)

**Dendrogram 8.1 Brand Revitalization Strategies**

- Expanding Brand Awareness And Usage Of Brand
- Improving Brand Image And Uniqueness Of Brand
- Managing How Existing Users Choose Mature Brand
- Managing How Consumers Use Mature Brands
- Product Offering
8.3.1.0 Expanding Brand Awareness and Usage Of Brand

With a fading brand, often it is not the depth of brand awareness that is a problem—consumers can still recognize or recall the brand under certain circumstances. Rather, the breadth of brand awareness is the stumbling block—consumers only tend to think of the brand in very narrow ways.

Therefore, one useful means of building brand equity is to increase the breadth of brand awareness, making sure that consumers do not overlook the brand and think of purchasing or consuming it in those situations where the brand can satisfy consumers' needs and wants. This can be done by following ways:

- **Increasing the level or quantity of consumption:** In general, it is probably easier to increase the number of times a consumer uses the product than it is to actually change the amount used at one time. Consumption amount is more likely to be a function of the particular belief that the consumer holds as to how the product is best consumed.

  As Nutella Nuggets increased the level of consumption by initially positioning the brand to be added as a supplement in the main dish and then they came up with the recipes in which it had been used as the main ingredient for the dish.

- **Increasing the frequency of consumption:** Increasing frequency of use, on the other hand, involves either identifying additional or new opportunities to use the brand in the same basic way or identifying completely new and different ways to use the brand. Increasing frequency of use is a particularly attractive option for large market share brands that are leaders in their product category.

  Various toothpaste were used to clean the teeth in the morning then, they increased to the night by saying clean the teeth before sleep and then after the lunch in the afternoon. Hence the frequency of the consumption increased.

- **Identifying additional or new usage opportunities:** In some cases, the brand may be seen as useful only in certain places and at certain times, especially if it
has strong brand associations to particular usage situations or user types. In general, to identify additional or new opportunities for consumers to use the brand more -albeit in the same basic way—a marketing program should be designed to communicate the advantages of using the brand more and the reminder to the situations for using the brand.

After years of sales declines of 3% to 4% annually, sales of Cheez-Whiz rose 35% when the brand was backed by a new ad campaign promoting the product as a cheese sauce accompaniment to be used in the microwave oven.

- **Identifying new and completely different ways to use the brand:** The second approach to increase frequency of use for a brand is to identify completely new and different usage applications. For example, food product companies have long advertised new recipes that use their branded products in entirely different ways.

  Dettol introduced the Liquid Hand Wash in 1994. It was known that many consumers use Dettol soap for cleaning hands. Dettol Liquid Soap gave the consumers a soap in a more modern and convenient format for handwash. In hand washing, the need for germ protection is top most on consumer’s mind. Due to its early and continued efforts in building the segment and given the strength of the parent brand Dettol, this segment was historically dominated by Dettol Liquid Hand wash.
8.3.2.0 Improving Brand Image And Uniqueness Of Brand Association

A new marketing program may be necessary to improve the strength, favorability, and uniqueness of brand associations making up the brand image. As part of this repositioning—or recommitment to the existing positioning—any positive associations that have faded may need to be bolstered, any negative associations that have been created may have to be neutralized, and additional positive associations may have to be created. This can be done by taking following measures:

- **Retaining vulnerable or recapturing lost customers:** In some cases, simply retaining existing customers who would eventually move away from the brand or re-capturing lost customers who no longer use the brand can be a means to increase sales. Brands such as Kellogg's Frosted Flakes cereal, Oreo cookies, and Keds tennis shoes have run ad campaigns targeting adults who presumably quit using the product long ago.
• **Identifying neglected segments:** Segmenting on the basis of demographic variables and identifying neglected segments is thus one viable brand revitalization option. To grow the brand franchise, many firms have reached out to new customer groups to build brand equity.

For e.g. the retail segment was being total overlooked by the brand Voltas. The Tata management laid down its ultimatum, Voltas needs to focus on the demand for ACs in home. While room AC sales were growing at 26 per cent, household penetration was a mere 2 per cent — the potential was tremendous. So, the brand found all together new market for its product and additional opportunities as well.

• **Attract new customers:** Of course, one strategic option for revitalizing a fading brand involves simply more or less abandoning the consumer group that supported the brand in the past and targeting a completely new market segment.

For example, Gillette decided Dippity-Do hair gel carried too much negative baggage to appeal to those women who used it in the 1960s but who now associated it with out-of-fashion bouffant hairdos and flips. Rather than targeting middle-aged consumers, Gillette chose to start with a clean slate by targeting a new generation of younger consumers and repositioning the brand as a fun, hip product through advertising in teen magazines.

• **Balancing new and old target markets:** Firms have multiple market segments they can target to grow their sales. All firms face trade-offs in their marketing efforts to attract new customers versus their efforts to retain existing ones.

As Cadbury regained its lost market by positioning as snack meal for target market in the age group of 25-35 as they were connecting to young kids as well as the older generation.

• **Multiple marketing communication programs:** One approach to attracting a new market segment for a brand while satisfying current segments is to create separate advertising campaigns and communication programs for each segment.
For example, Dewars launched the "Authentic" and "Profiles' campaigns, each directed to a different market segment. The "Authentic" campaign focused on the brand heritage in terms of its product quality and Scottish roots and was focused on an older segment, including existing customers.

- **Change the brand image**: Brand image can be changed by changing the logo, repositioning the brand, re-launching the brand or by making small changes in the brand like by adding word New to the brand name.

As Nescafe, Bournvita, Vick Vaporub and Horlicks had done by adding the word New as a prefix to the brand name

**Dendogram 8.1(b) Brand Revitalization Strategies**

**Improving Brand Image And Uniqueness Of Brand Association**

- Retaining Vulnerable or Recapturing Lost Customers
- Identifying Neglected Segments
- Attract New Customers
- Balancing New and Old Target Markets
- Multiple Marketing Communication Programs
- Change The Brand Image

### 8.3.3.0 Managing How Existing Users Choose Mature Brand

An important objective of a revitalization strategy is to increase the eventual likelihood that a consumer will choose (purchase) the brand over competing brands. Improving the sales of a mature brand can be accomplished by increasing the likelihood a brand is purchased or by increasing the number of units an individual consumer purchases.
• **Ensure that the brand is available for purchase:** Increased distribution can increase sales. One feature that many revitalized brands have in common is that their managers creatively generated new forms of distribution, new outlets, or they cooperated with marketers of complementary or substitutable products.

Microwave popcorn extended its reach by being available in vending machines (as did Snapple, Lipton, etc.).

• **Multiple or alternative shelf placement:** Increased availability can sometimes be achieved by gaining new shelf placement. Consumers often shop in certain aisles, for certain products, in a certain order. It may be that a marketer “loses” sales to customers whose “shopping scripts” do not include the aisle or area of current shelf placement.

We take hypothetical example where a lady buys Chinese food and she does not buy the soups. If in the supermarket the Chinese soups are placed in the soup section as well as the Chinese food section the chances of Chinese soups getting noticed by the lady increases drastically.

• **New distribution outlets:** In some cases attracting a new market segment may be as simple as making the product more available to that group.

For example, the sunglasses industry, which grew sales from $100 million in 1972 to $2.5 billion only 15 years later, benefited not only from social and fashion trends, but also from a shift in distribution strategies. Sunglasses used to be sold mostly by opticians, but in the 1970s, Sunglass Hut and other companies moved into malls, sporting goods stores, and campuses, building strong loyalty with teenagers and college students in the process.

Britannia to increase penetration, more than half of the new outlets serviced, was opened in the rural and semi-urban markets—a break from the past, when BIL’s distribution was distinctly skewed towards urban India.
• **Ensure that the brand compares favorably with others:** In order for a consumer to choose a brand, it must be perceived as superior to brands in competing categories. One way to improve an attitude toward a product is to gain shelf placement among less favorable competitors. For example, although Tang might be negatively evaluated when compared with canned fruit juices (due to its perceived lower juice content), it enjoys a comparative nutritional advantage when placed with the powdered sugared drinks such as Kool Aid.

For example, Voltas did for their AC’s before starting for brand revitalization they conducted the survey to find out how is their brand image in comparison to the MNC AC brands.

• **Associate the brand with relevant goals:** People associate brands with specific usage situations because the brands help them achieve goals for particular situations.

As the brand recall for Voltas was poor and had a fuddy-duddy image. The image was changed with a new positioning platform: “ACs with IQ.” The ads focused on defining features of Voltas’s new product range such as uniform cooling, energy-saving, timers and air filters, with cues of performance and value-addition through technological innovation. The campaign kicked off with the Vertis flagship, and went on extend the “ACs with IQ” proposition to every Volta AC. A series of print ads spelt out what was “intelligent” about the range.
8.3.4.0 Managing How Consumers Use Mature Brands

In addition to influencing perceptions and choice of a mature brand, a brand manager may wish to directly encourage greater consumption of the brand. The consumer usage decision includes which item is used, when it is used (how frequently), and how much of it is used. The first is primarily influenced by how strongly the brand is associated with different usage situations, as discussed earlier. The latter two are influenced more by inventory levels, the salience of inventory, packaging, and the perceived price of the brand.

- **Alter packaging to influence usage:** Studies have shown that larger packages can encourage greater usage with many categories of foods, beverages, and household cleaners (*Wansink 1996*). That is, the larger the package size (up to a point) the greater a volume of the brand that a person will consume. Although there are a number of reasons why people might pour more from larger packages, it has reliably been shown that one contributing reason is that they perceive large packages to be cheaper per unit than smaller packages.
For e.g. Shampoo sachets target for low income, semi urban market while big bottles of shampoo for middle/large income group or urban market. Also new ‘splash’ graphics were introduced on the pack in the same signature green and orange colours and a flip top packaging replaced the aperture for a straw. The tagline of 'Frooti' changed to 'Just like that.'

- **Decrease perceived price per unit:** As noted earlier, one reason large packages encourage greater usage is that they are perceived to be cheaper per unit than smaller packages. It is not surprising; therefore, that directly decreasing a brand’s price similarly increases usage volume. Although this can be accomplished through shelf price reductions, such promotions are unlikely to impact usage volume if the consumer does not recall having bought the item on sale when using it.

For e.g. to suit the needs of different consumers, Dettol and its competitors are available in different pack sizes and combo pack offers. Pricing also plays a big role in this market that can be segmented as economy, mid price and premium. Each player is present in different sizes, and hence tries to straddle different pick up prices. Dettol soap has a premium price versus other key players in the market. This has limited Dettol penetration in the lower end of the market. To overcome pricing barrier, small pack was launched in 2007, priced at Rs. 6/-. This helped in gaining further share.

- **Brand and sub-brands:** Another approach to attract new customers to a brand and keep the brand modern and up-to-date is to introduce a line extension or establish a new sub-brand.

Britannia introduced the low-end price-point, was the 'Tiger' brand, a "calcium enriched" glucose biscuit launched in 1997, which acted as the umbrella brand for the mass market.

BIL then focused on its core biscuit brands- Marie, Thin Arrowroot, and Milk Bikis-which faced competition from similarly branded alternatives like Bakeman's
English Marie, Milka Biscuits, and Priya Marie. In order to overcome the competition, BIL differentiated its brands by bringing them under the 'Eat Healthy, Think Better' banner and giving them clearly-defined positioning. Milk Bikis, targeted at children, BIL launched variants like Milk Bikis Funland, which were animal-shaped biscuits. Also Sunsilk shampoo brand had been further introduced as shampoo for normal hair, dry hair and damaged hair.

**Dendogram 8.1 (d) Brand Revitalization Strategies**

*(Managing How Consumers Use Mature Brands)*

- Alter Packaging to Influence Usage
- Decrease Perceived Price per Unit
- Brand and sub-brands

**8.3.5.0 Product Offering**

Brands core is the product which it offers. For brand revitalization it is must that the product is also nurtured and changed according to the environment, competition and technology. These are the various steps for product modification

- **Innovation**: To be the market and industry for longer time the product needs to be updated constantly. Innovation of the product helps the company in retaining its customer as well as attracting new customers also.


- **Technological up-gradation:** The technological up-gradation of the product is very essential for both F.M.C.G. and consumer durables as environment and competition are changing themselves very swiftly.

As Motorola mobile handset did by launching the new sleek and light weighted hand set to regain its lost customer base and market share.

- **Product range to be broadened:** Brands can also expand their product offering by increasing its product range under various price segments. They can be ranged from moderate to premium products. Low range product can be offered if the brand has been offering the premium products.

As many FMCG firms broaden their product range. For e.g. initially Veet hair removing cream was launched with one product category. The product range was broadened by introducing three more variants for three different skin namely oily, dry and normal skin.

**Dendogram 8.1(e) Brand Revitalization Strategies**

(Product Offering)

- **Innovation**
- **Technological Up gradation**
- **Product Range To Be Broaden**
8.4.0.0 Brand Revitalization Strategies Model

In the previous section we had discussed about the brand revitalization strategies and how these strategies had been utilized by established Indian and International brands in the market either to retain its existing position or to capture the new market. Brand revitalization can be reviewed as process which needs to be followed by the brand during its entire life cycle.

As the study of various cases studies reveals that the brand revitalization process had been applied by the various established brand when they are either in the growth stage or they are heading towards the mature stage of the brand.

Brand performance is based on the many factors i.e. market, product, target market, competition and communication from the brand. We had studied the various reasons under above said factors that are the reason for brand maturity in the research part of this study. If any of the said factors is overlooked by the management the brand will slowly heads to become mature brand.

As suggested earlier that the brand needs continuous nurturing and caring at apposite time. This facilitate in brand having the long-lasting life cycle and better approach to its consumer. Branding benefits both consumer and company. As branding give assurance of quality, value and reliability to the consumer on the other it benefits company by giving it loyal and huge customer base.
To ensure that brand may have sustainable and lengthy life cycle brand revitalization assist in attaining this goal. Since, the study done so far had suggested the various brand revitalization strategies but when to use these strategies by the brand has yet not been answered.

Brand revitalization strategies had been suggested based on the two key players in the brand i.e. Market and Product. Brand performance is majorly affected if any one of the factor is affected. For instance we have seen in past many brands had lost their customer due to product development. The current example we can take of landline phones brands (BSNL and MTNL). They had lost their huge customer base to mobile phones brands. So to be ahead in the market and to sustain its position brand revitalization is must.

To have more in depth knowledge about which brand revitalization strategies can be used by mature brand here is the model. Brand and Market has been further divided into three categories Existing, Related and New. Table 8.3 shows the Brand Revitalization Strategies Model.
<table>
<thead>
<tr>
<th>BRAND</th>
<th>EXISTING</th>
<th>RELATED</th>
<th>NEW</th>
</tr>
</thead>
</table>
| NEW   | Improving Brand Image  
  - Multiple marketing communication programs  
  - Attract new customers  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Associate the brand with relevant goals  
  - New distribution outlets  
| Improving Brand Image  
  - Multiple marketing communication programs  
  - Attract new customers  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Associate the brand with relevant goals  
  - New distribution outlets  
  - Ensure that the brand compares favourably with others | Expanding Brand Awareness  
  - Identifying new and completely different ways to use the brand  
  Improving Brand Image  
  - Multiple marketing communication programs  
  - Attract new customers  
  - Balancing new and old target markets  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Associate the brand with relevant goals  
  - New distribution outlets | Expanding Brand Awareness  
  - Identifying additional or new usage opportunities  
  - Identifying new and completely different ways to use the Brand  
  Improving Brand Image  
  - Attract new customers  
  - Identifying the neglected  
  - Balancing new and old target markets  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Multiple or alternative shelf placement  
  - New distribution outlets  
  - Ensure that the brand compares favourably with others  
  - Associate the brand with relevant goals |\[
| RELATED | Expanding Brand Awareness  
  - Increasing the frequency of consumption  
  - Identifying additional or new usage opportunities  
  Improving Brand Image  
  - Changing the brand image  
  - Retaining vulnerable and lost customer  
  - Identifying the neglected segments  
  - Balancing old and new customers  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Associate the brand with relevant goals  |
| Expanding Brand Awareness  
  - Identifying Additional or New Usage Opportunities  
  Improving Brand Image  
  - Changing the brand image  
  - Retaining vulnerable and lost customer  
  - Identifying the neglected segments  
  - Balancing old and new customers  
  - Attract new customers  
  - Multiple marketing communication programs |
| Product Offering  
  - Product range to be broaden | \[
| EXISTING | Expanding Brand Awareness  
  - Alter packaging to influence usage  
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  Product Offering  
  - Technological Up gradation  
  - Innovation  
  - Product range to be broaden | Improving Brand Image  
  - Retaining vulnerable and lost customer  
  - Identifying the neglected segments  
  - Balancing old and new customers  
  Existing Users Choose Mature Brand  
  - Ensure that the brand is available for purchase  
  - Multiple distribution outlets  |
| Product Offering  
  - Product range to be broaden | \[
| MARKET | | | |
In this model the strategies suggested are based on the brand awareness, brand image, target market (which consists of consumer and future customers), product innovation and product range and communication from the brand. This model suggests that when a brand is in a particular market stage and product category then which brand revitalization strategy can be selected and adopted for reviving the brand.

For example if the brands product is new and is being launched in the existing market it should be positioned to target the new customers, but the balance needs to maintained so that old customer are not ignored. This gives an opportunity to identify the neglected segments and explore the area. New distribution outlets need to be identified. The brand should be available for the purchase. Communication from the brand would depend on how the management wants to launch the new product in the existing market.

New product and new market section had been kept vacant. Since the brand and market is new and for revitalization the brand should be known then only brand revitalization strategies can be suggested. If we take example of famous International brands which were launched in India after liberalization few of them were able to capture market while others failed or struggling to become the leading brand. The best example for this can be Sony. It is well established International brand but was not able to capture the market in India. Since, these are the brand revitalization strategies for mature brands. The study so far conducted suggests that the brand should have been in the market for some time and have brand awareness and brand image associated with it. Hence the strategies for this cannot be suggested.
8.5.0.0 Conclusion

Brand loyalty was the norm when none or hardly a few alternatives existed. Rapid industrialization, technology diffusion and growing globalization mean that choice for customer is ever expanding. Very, few brands manages to continue renew their association with the customers on an ongoing basis. Several brands face tough market conditions, slide and recover. Many brands get obliterated from the market place and are resuscitated later successfully.

Revitalizing a brand however is not easy. Research needs to be undertaken to identify whether it is worth to revitalize a mature brand. Identify the area where the reason for brand maturity exists whether it is with product, target market, competition and communication from the brand.

Different ways of brand revival are expanding the brand awareness, improving the brand image, brand extension, brand repositioning, sub branding, product range extension and strengthening the distribution. Carefully executed brand revitalization ensures that the brand life cycle gets extended.