Unveiling Contemporary Dimensions Of Brand Revitalization Through Systematic Literature Review And Thematic Analysis

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Abstract

Purpose – Intense competition and other market dynamics have shortened the Product Life Cycles, making the declining brands rally for attention and revitalization. Brand revitalization has caught the attention of industry and academia equally. The extant literature towards brand revitalization is in emerging stage, which needs systematic categorization to understand the concept and current body of knowledge. The aim of this paper is to provide categorization and thematic analysis of the predominant works on brand revitalization through systematic review of literature.

Design/methodology/approach- In total, 64 articles were obtained from 46 different journals using inclusion and exclusion criteria, sequentially arranged and classified into different dimensions based on need of analysis. Subsequently thematic analysis was employed to delve further into brand revitalization topic within these dimensions.

Findings- Variations were found in different dimensions as per timeline trend, publication trend, key terms, definitions analysis and research design. On conducting thematic review, three distinct categories were identified, each of which included seven distinguishable sub-themes.

Research limitations/implications – The review was led by taking in account peer review journals with inclusion criteria, limiting the findings. The systematic overview and thematic analysis of the existing literature would aid academicians in comprehending previous streams of work and pursuing a specific line of inquiry in furthering the understanding of the concept of brand revitalization, as well as setting applicable and relevant research agendas.

Originality/value – To the best of the understanding, to date, this is the first research to perform a systematic literature review and thematic examination of the subject of brand revitalization over a sizeable period of '1984-2020'.The analysis examines the existing literature on the subject in order to summarize its current state and suggest possible future directions.

Keywords- Brand Revitalization, Systematic Literature Review, Terminology, Definitions, Thematic analysis

Introduction

Brand management has clearly become an important management priority for all types of organizations. Brands are associated with performance linked reputation and imagery driven feelings on the basis of quality, reliability, durability, evoked emotions and many more tangible and intangible attributes; eventually enabling consumers to make right purchase decisions (Ozretić Došen and Previšić (2007). Brands with a high degree of recognition and recall, as well as clear and distinct image association, are thought to have high equity (Keller, 1999), which is popularly leveraged for success of any brand. However, brands are constantly challenged by their competitors, shift in consumer preferences and shortening or product life cycles. Some of them are able to preserve their current state and others struggle for survival, suffer from long-term losses or even become bankrupt and disappear after sometime of their establishment (Aaker and Joakimsthaler, 2000). As soon as the brand starts to face neglect from consumers and witnesses decline in market share it is deemed as ageing (Aaker, 1991).

It is crucial for organizations to put a halt on eroding brands and revitalize them in order to safeguard revenue generation and confidence of different stakeholders (Bellman, 2005; Nasreen et al., 2019). Revitalizing brands can be cost effective; more profitable than spend in introducing a new brand to con-

sumers (Wansink & Huffman, 2001; Cattaneo & Guerini, 2012; Dion & Arnould, 2016). Furthermore, revitalising some established brands has resulted in enhanced customer buying intent and improved brand loyalty (Chen et. al., 2011). There are plethora of revitalisation strategies adopted by organisations from making small significant change to influence the consumer perception in a subtle way to undertake extensive revitalization drive to transform every facet of brand inducing new life into brand. Brands are tested on multiple fronts to sail through and survive in ever dynamic marketing environment. Varied approaches are adopted by firms to revitalise their brands depending on strategic intent, health of the brand and product category.

Academic literature witnesses the focus of brand revitalization definitions as multifaceted having many meanings linked to it. Though not contradictory but the constituents defining revitalization and the strategies are distinct. It is observed that significant academic research has been carried out focussing on different revitalization approaches and themes used in multiple contexts adding to its variability; making it interesting to analyse the existing body of research in this area.

The study focusses on brand revitalization research since 1980s, with respect to observing constituents and transition in approaches in the concept of brand revitalization, keyword analysis, methodologies employed and themes explored so far. The paper also aims to determine potential research directions in the field of brand revitalization.To this end it is obvious to answer following research questions -
1. What transition has taken place in the definition of Brand revitalization?

2. Which elements / meanings predominantly represent the concept of brand revitalization?

3. What are different patterns that underpin the brand revitalization strategies in different context

4. What are various themes/sub-themes addressed in the domain of brand revitalization and prospective research directions?

A systematic literature review is conducted for over last three and a half decades (1981 to 2020) to explore number and content of Brand revitalization definitions. 47 definitions were collected from 65 peer reviewed journals.

Following sections of the paper include details of methodology, descriptive analysis of research articles through classification and timeline trends keywords/ definition analysis. In order to recognise significant recurring and sporadic themes, a thematic review of 64 papers is conducted.

Research Methodology

In order to ascertain methodological rigor, systematic review approach outlined by Liberati et al. (2009) was adopted. A systematic review is a research method used to collect and analyze information from said research; recognizing and evaluating relevant research for further exploration (Liberati et al.,2009).The point of an orderly and systematic literature review is to determine all empirical evidences that fit the pre-indicated inclusion criteria to respond to specific exploration of research questions or proposed hypotheses (Snyder, 2019). The search for articles is delimited based on the research topic both in terms of database and time period covered. Second, criteria is set to include the relevant articles for review (McLean and Antony, 2014; Alderson et al., 2004). Once a number of relevant articles are identified structured method for further analysis is used as follows-

Selection of databases and articles:
a. Leading academic databases such as Google Scholar, Proquest, Taylor and Francis, Science Direct, Emerald, are chosen to collect all possible journal articles based on title and abstract. Searching articles by cross-referencing was also adopted as further source of collecting data.
b. Through this process we got articles based on revitalization in different contexts. The search was further narrowed by using keywords "Brand revitalization" instead of "Revitalization". Other supporting keywords search was "Brand revival".

Inclusion and exclusion criteria:

Selection of chosen research articles was done by adopting double screening process. First, searching articles based on "Revitalization" resulted into 1,219,470 articles from all domains including brand revitalization. Following inclusion / exclusion criteria was adopted-

    a. As our prime focus was mainly brand revitalization; articles related to other areas or contexts like language revitalization; market revitalization; cultural revitalization; rural and urban revitalization were not considered. Therefore, potential numbers of articles obtained were 1,671.

    b. Research articles published in peer reviewed journal were included for further exploration. It involved in removal of range of publications based on inclusion and exclusion criteria. Other references were excluded, such as publications and reports from various organisations, master's and doctoral dissertations, textbooks, researches in other languages and conference proceedings.This excluded 1584 research papers/ articles, limiting the collected data to 87.

c. A detailed screening of remaining 87 articles was conducted, as a result another 23 papers were removed from consideration. Therefore, the resultant 64 papers were satisfying the inclusion criteria for further analysis.

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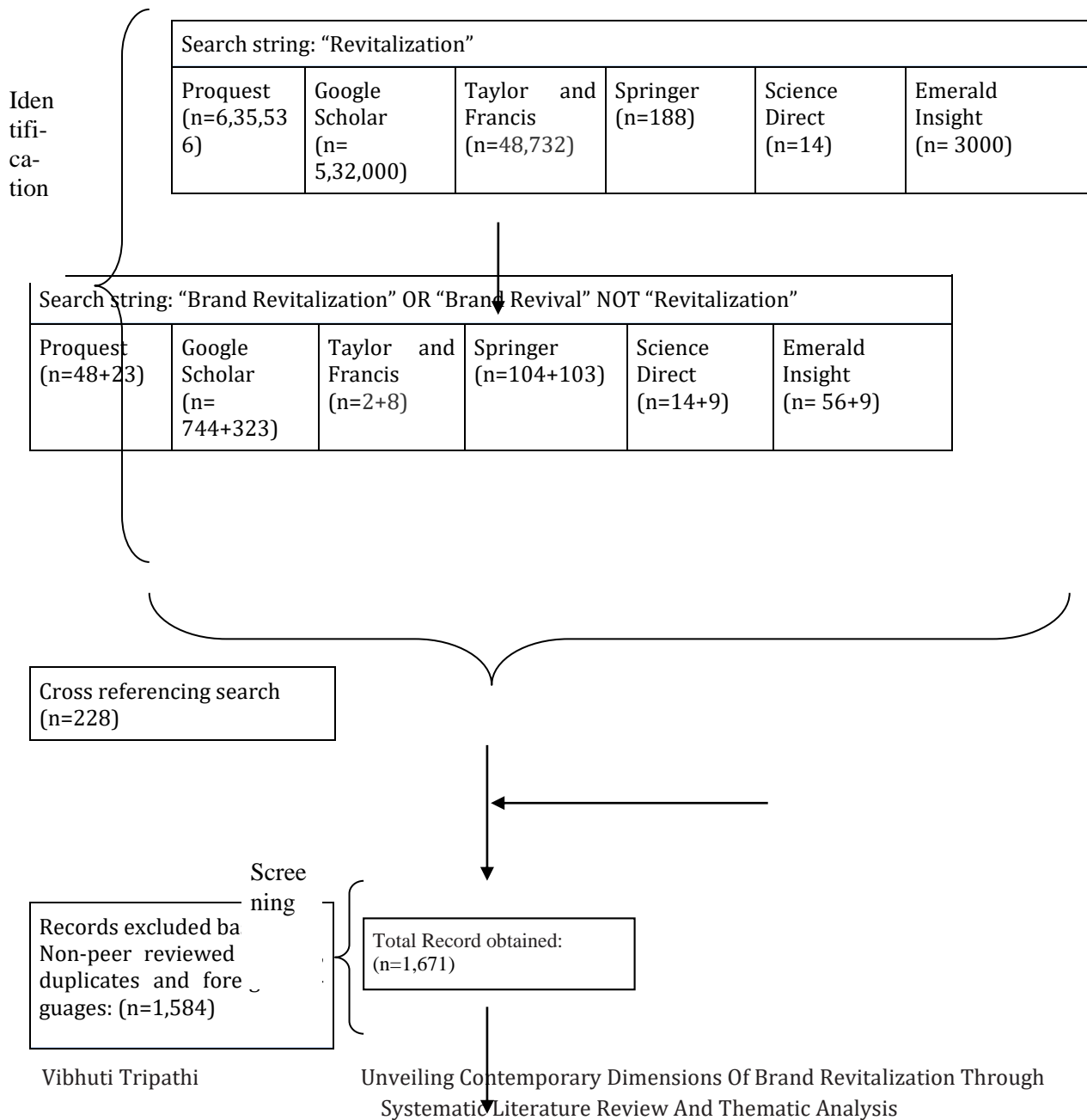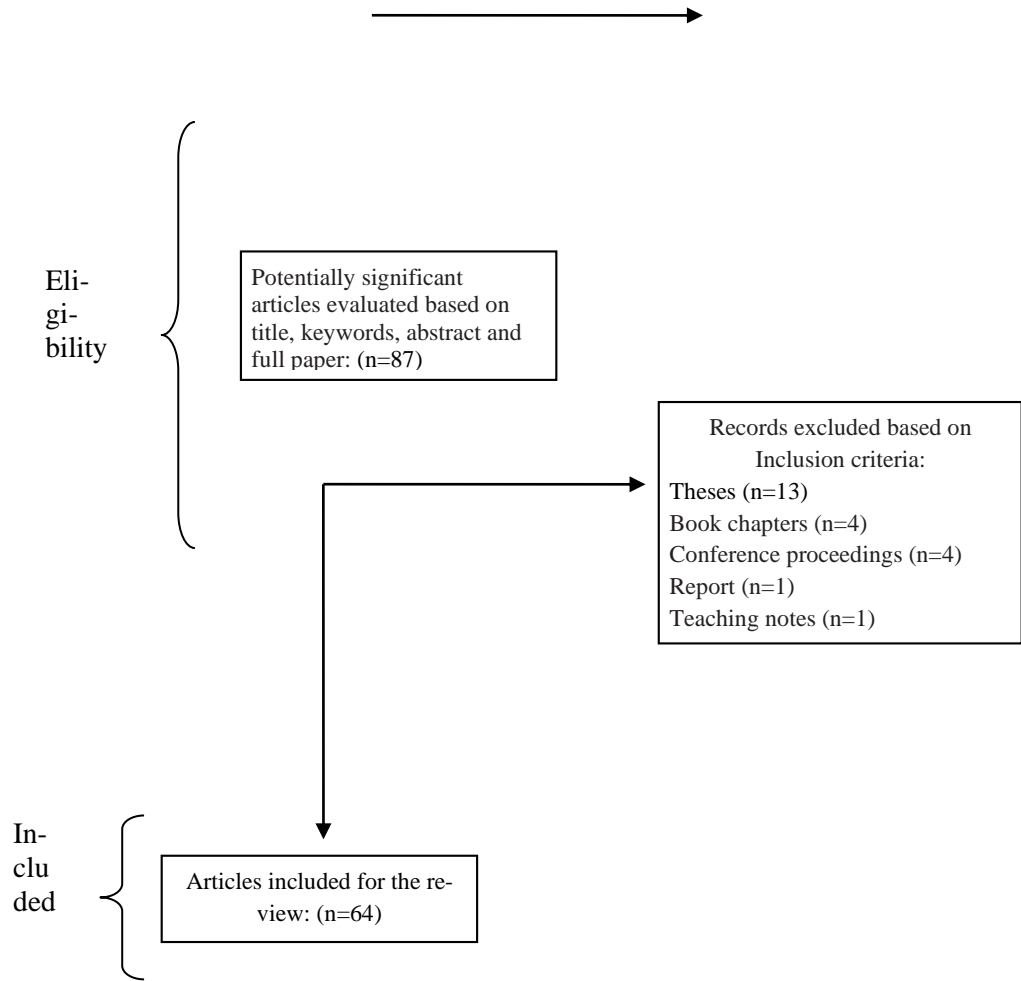
Descriptive analysis

An illustrative analysis was conducted by classifying the articles in various dimensions.
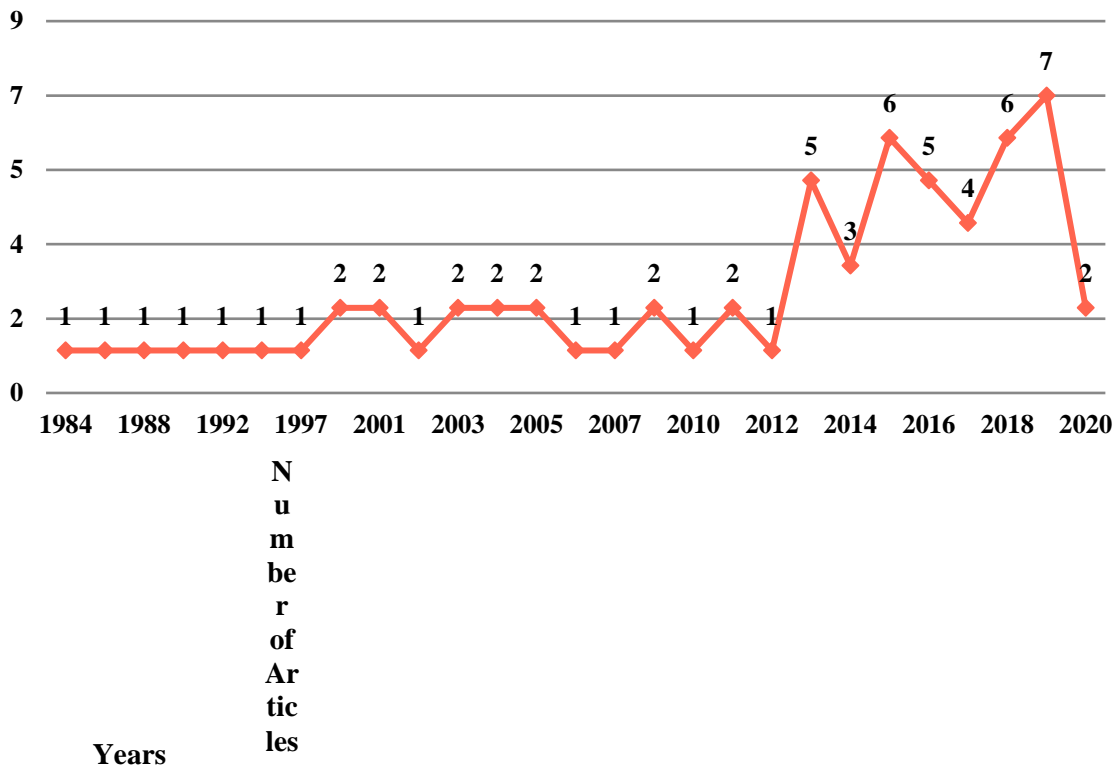
Distribution of articles based on Timeline trends:

(Figure 2) plots the timeline distribution of reviewed articles. Brand revitalization gained importance in 1980s, after its first article published by Sheth and Morrison in 1984 followed by article published in 1985 (Jenkins and Welch, 1985) the next article was published after three years i.e., in 1988 by Berry (1988).This time period gap could be explained by considering inclusion criteria i.e., excluding the records other than peer-reviewed journals that were published amid these years. Another reason could be that more importance to brand revitalization topic was given in those years in which articles were published. Similarly, a gap of two years was found in the articles published in 1989-1992 (Mesak and Elimam, 1989) and (Paxton, 1992), three years gap in 1992-1995 (Paxton, 1992) and (Ewing et al., 1995), again a gap of two years found in articles published in 1995-1997 (Ewing et al., 1995) and (Wansink, 1997); 1997-1999 (Wansink, 1997) and (Keller, 1999; Wansink and Gilmore, 1999) and 1999-2001 (Keller, 1999; Wansink and Gilmore, 1999) and (Ikdea, 2001; Wansink and Huffman, 2001). After 2001, there has been an increase in publication. Record found for the year 2008 by (Dinnie, 2008) was also ignored as it was a book review. Moreover, it was observed that publications significantly increased after 2013. As exhibited in (Figure 2), maximum papers (7) were published in 2019.

Identification

Search string: "Revitalization"					
Proquest (n=6,35,536)	Google Scholar (n= 5,32,000)	Taylor and Francis (n=48,732)	Springer (n=188)	Science Direct (n=14)	Emerald Insight (n= 3000)

Search string: "Brand Revitalization" OR "Brand Revival" NOT "Revitalization"					
Proquest (n=48+23)	Google Scholar (n= 744+323)	Taylor and Francis (n=2+8)	Springer (n=104+103)	Science Direct (n=14+9)	Emerald Insight (n= 56+9)

Cross referencing search (n=228)

Screening

Records excluded ba
Non-peer reviewed
duplicates and fore
guages: (n=1,584)

Total Record obtained:
(n=1,671)

Eli-
gi-
bility

Potentially significant
articles evaluated based on
title, keywords, abstract and
full paper: (n=87)

Records excluded based on
Inclusion criteria:
Theses (n=13)
Book chapters (n=4)
Conference proceedings (n=4)
Report (n=1)
Teaching notes (n=1)

In-
clu
ded

Articles included for the re-
view: (n=64)

Figure1. Flowchart of the literature search process (PRISMA)

Figure2. Timeline distributions of reviewed articles (1984-2020)

Distribution of articles by Publication trend
(Figure 3) furnishes the list of journals where the reviewed research papers were spread across different publications. The maximum number of articles was found in Journal of Product and Brand Management (6 out of 64 papers) and Journal of Brand Management (4 out of 64). This illustrated the fact that brand revitalization has become a more important research subject in the brand management discipline. (Table I) explains how papers are classified according to the publications in which they appeared and (Table II) encapsulates the temporal distribution of journals which have published more than one article.
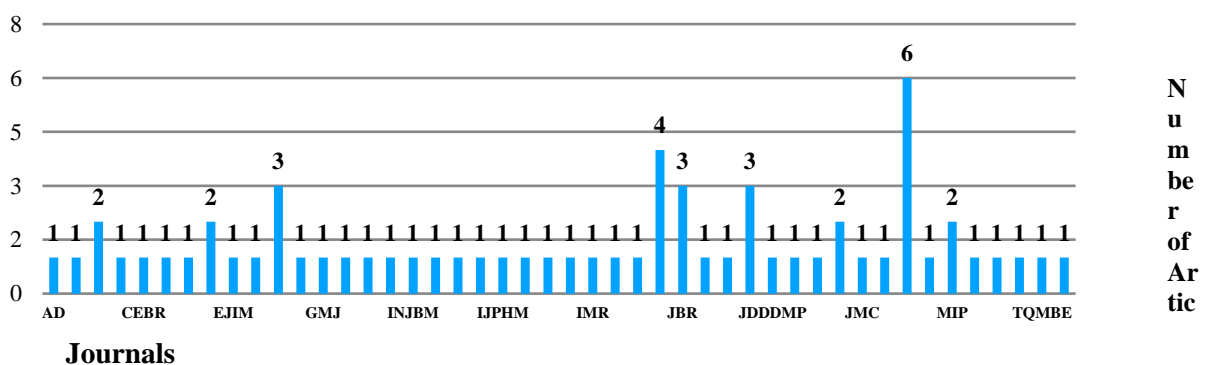
Figure3. Distributions of Articles by Journals

(Table I)
Articles are classified according to the publications in which they appeared.

American Demographics	AD	International Journal of Trend in Scientific	IJTSRD

		Research and Development	
Asia Marketing Journal	AMJ	International marketing review	IMR
Business Horizon	BH	Journal of Advertising Research	JAR
Business Process Management Journal	BPMJ	Journal of Applied Environmental Biological Science	JAEBS
Central European Business Review	CEBR	Journal of Brand Management	JBM
Cornell Hospitality Quarterly	CHQ	Journal of Business Research	JBR
California management review	CMR	Journal of Business Strategy	JBS
Emerald Emerging Markets Case Studies	EEMCS	Journal of Customer Behavior	JCB
European Journal of Innovation Management	EJIM	Journal of consumer marketing	JCM
Economic Journal Of Hokkaido University	EJHU	Journal of Direct, Data and Digital Marketing Practice	JDDDMP
European Journal of Marketing	EJM	Journal of Historical Research in Marketing	JHRM
Geoforum	GEO	Journal of Instructional Pedagogies	JIP
Global Management Journal	GMJ	Journal of marketing	JM
Human Organization	HO	Journal of Marketing Communications	JMC
International Journal of Advertising	IJA	Journal of Management and Marketing Review	JMMR
International Journal of Business and Management	INJBM	Journal of Product and Brand Management	JPBM
Innovative Journal of Business and Management	IJBM	Journal of Services Marketing	JSM
International Journal of Engineering Technology Science and Research	IJETSR	Marketing Intelligence and Planning	MIP
International Journal of Management Cases	IJMC	Omega	OME
International Journal of Marketing, Communication and New Media	IJMCNM	Sustainability	SUST
International Journal of Pharmaceutical and Healthcare Marketing	IJPHM	Technovation	TECH
International Journal of Research in Marketing	IJRM	Total Quality Management and Business Excellence	TQMBE
International Journal of Sports Marketing and Sponsorship	IJSMS	Universal Journal of Management and Social Sciences	UJMSS

(Table II) Temporal distribution of Journals with multiple articles

Journals	1984	1985	1988	1989	1995	2001	2003	2005	2006	2009	2012	2013	2015	2016	2017	2018	2019	2020	Total

																			Total
JPBM					1	1			1	1							1		1	6
JBM											1		1	1					1	4
JBR												1		1				1		3
JCM	1		1	1																3
EJM								1						1	1					3
MIP		1											1							2
BH								1		1										2
EEMCS												1		1						2
JM							1			1										2
Total	1	1	1	1	1	1	1	2	1	3	1	2	2	4	1	1	1	2	27

Keyword distribution centred on publishing writers' countries of origin:

Keywords provide an additional attribute that represents the content of a document or a summary of a research field. Authors working in the field of brand revitalization came from 22 countries, according to a keyword review of publications based on country of origin.These countries were identified based on the locations of the publishing authors' associated institutes. Table III showed some synonymous keywords used by authors from different countries of origin along with total articles and frequency of keywords repetitions. We assumed that estimating the repetition of keywords helped in identifying the term that was extensively used in the literature. The authors' country of origin was also sorted based on continent. We found that "Brand Revitalization", "Brand Revival" and "Brand Rejuvenation" were most frequently repeated key terms used by the authors of European, Asian, West & South African and North American countries. Publishing authors from China and USA used "Brand resurrection". Authors from Indian origin have mainly used "Brand rebuilding" and "Brand reinforcement" in their articles. Additionally, authors of UK, Ireland, Pretoria, Nigeria and USA have also used the term "Brand re-launch", "Renovation", "Brand renaissance", "Brand revamping" and "Brand afterlife" respectively.

(Table III) Keywords used by authors from different countries of origin and their occurrence in the articles

Continent	Country of origin of publishing authors and Keywords used	Brand Revitalization	Brand Revival	Brand Rejuvenation	Brand Resurrection	Brand comeback	Brand re-launch	Renovation	Brand Recovery	Brand Renaissance	Brand Revamping	Brand Rebuilding	Brand Reinforcement	Brand Afterlife
Europe	Finland	1												

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Region	Country													
	Croatia	1												
	Sweden	1												
	UK	1					1							
	France		2	1										
	Slovenia			1										
	Switzerland			1										
	Italy	1	1											
	Ireland		2						1					
Asia	India	4	1									1	1	
	China	2		1	2									
	Taiwan	1												
	Kuwait	1												
	Iran	1		1										
	Malaysia	1		1										
West & South Africa	Johannesburg	1												
	Pretoria									1				
	Nigeria		1	1							1			
	Ghana	1												
North America	USA	4	1		1									1
	Canada													
	Mexico				1									
	Unidentified	2		1		1			1					
	Total no. of articles	23	8	8	4	1	1	1	1	1	1	1	1	1
	Total no. of times keywords repeated	371	125	111	225	55	39	32	24	12	4	4	4	1

Distribution of articles by Definition:

Numerous definitions of different keywords were obtained from brand revitalization literature. (Figure 4) showing the most cited definitions of different terms mentioned by authors in their articles. Total number of authors cited definitions of these keywords in their articles has also been discussed (see Table III).

It was found that definition of "Brand Revitalization" given by Keller in (1999, 2013) was most cited by (7) authors followed definition of Kapferer (2008, 2012) cited by (4 authors); definition given by Hallegatte (2014) and Merrilees (2005) cited by (2 authors); (Chen, n.d.; Dion and Mazzalovo, 2016; Thakur, 2017) cited by (1 author) respectively. Definition of "Brand Rejuvenation" given by [Müller et al., 2013; Ying and Minggui, 2009; Lehu, 2004; Keller, 1999] cited by (2 authors) and the same given by Chen (n.d.)

cited by (1 author). "Brand revival" defined by Brown et al. (2003a, 2003b) cited by (2 authors). Definition of "Retro-Branding" given by Brown et al. (2003a, 2003b) cited by (6 authors) and (Hallegatte 2014) cited by (1 author). Definition of Retro-marketing given by Brown (1999, 2000); Fort-Rioche and Ackermann (2013) and Harris (2000) cited by (1 author) each. Babu (2006) associated "Brand Revitalization" with "Brand Rejuvenation" cited by (3 authors). Similarly, Keller (1999) associated "Brand Revitalization" with "Brand Rejuvenation" cited by (1 author) and Kim and Chung (1997) equated it as "Brand Restoration" cited by (1 author). Definition of "Heritage Brand" given by Urde et al. (2007), "Brand Comeback" given by Persson (2010) and "Brand Reinforcement" given by Keller (1999) found to be cited by (1 author) each.
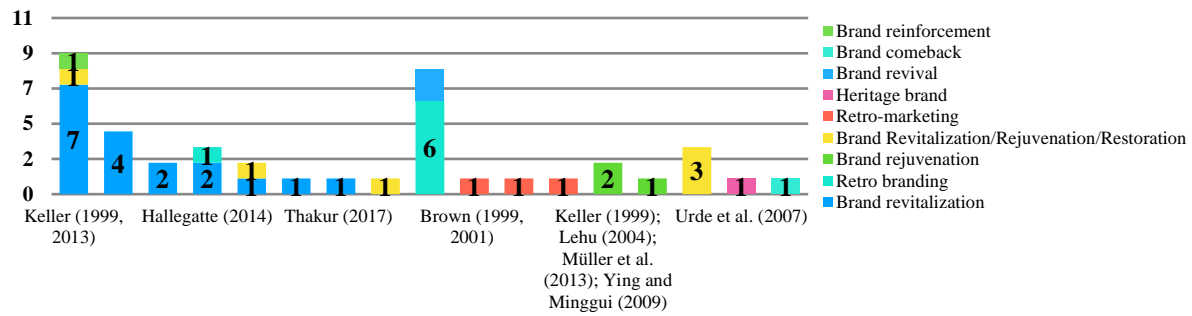
Figure 4. Number of authors cited different definitions in their articles

According to Keller (1999), "Brand Revitalization" refers to reclaiming lost brand value by "returning to their roots" in order to reverse the recession trend and regain a competitive advantage.

Adaptation of this definition in different contexts was identified in research papers published by Castelo-Branco (2016); Descubes and McNamara (n.d.); He (2013); Li et al. (2019); Nair and Sasi (2018) and Toivola (n.d.). However, Hallegatte (2014) noted that Keller in 2013, updated the definition of brand revitalization by adding it as a process that transforms any unwarranted associations of an obsolete or declining brand from past into a contemporary and relevant brand by invigorating traditional sources of brand equity. According to Nair and Sasi (2018) Kolbl et al. (2015) and He (2013) the definition of brand revitalization coined by Kapferer (2008) as "recreating a consistent flow of sales, putting the brand back to life, on the growth slop again". Similarly, Macelloni et al. (2020) noted that Kapferer in 2012 updated the definition of Brand revitalization as "a process that consists of recreating a consistent flow of sales as well as making the brand alive again". Hallegatte et al. (2018) and Niemelä (2019) mentioned the definition of brand revitalization coined by Hallegatte (2014) as a managerial method in which past associations are used to re-launch a revised version of an iconic brand. Toivola (n.d.) and Attipoe (2017) cited (Merrilees 2005) as "Brand revitalization aims at keeping the brand fresh, vital and relevant in the contemporary market". Asunka (2017) noted that Brand revitalization is about complete revamping a brand; starting with its positioning and manoeuvring by innovative brand identity reclamation (Chen, n.d.).

Thakur (2017) in their paper highlight that it is often vital to revitalize a brand when the product offerings are no more relevant and there is significant decline in the associated consumer attention. Niemelä (2019) cited the definition of brand revitalization given by Dion and Mazzalovo (2016) as a term that refers to modernising a brand to bring it back to life. Brown et al. (2003a, 2003b) in his article cited the definition of "Retro branding" as "the revival or re-launch of a product or service brand from a prior historical period, which is usually but not always updated to contemporary standards of performance, function-

ing, or taste," considering retro products as brand-new, antiquated offerings. Other authors who have cited this definition were (Descubes and McNamara n.d.; Florea et al., 2018; Kolbl et al., 2015; Nair and-Sasi 2018). Whereas Macelloni et al. (2020) mentioned that Retro-branding, can be characterized as the re-launch of a brand related with the past (Hallegatte 2014).

Numerous authors such as (Müller et al.,2013; Ying and Minggui, 2009; Lehu, 2004; Keller, 1999) wrote "Brand Rejuvenation", as another term used to explain the concept of brand revitalization, which largely includes reviving the visual features of a particular brand. This definition is found to be cited in articles published under (Kolbl et al., 2015; Macelloni et al., 2020). Descubes and McNamara (n.d.) stated the definition of brand rejuvenation by Lehu (2005) as a process which is employed when the brand's lifecycle reaches maturity. Kolbl et al. (2015) and Macelloni et al. (2020) noted that (Babu, 2006) has equated "Brand Revitalization" with "Brand Rejuvenation" and described it as a process of brand over-haul often involving restoration of important facets of brand character. Similarly, Nasreen et al. (2019) noted that (Chen n.d.) explained that "Brand Rejuvenation" or "Revitalization" is a major rebranding exercise starting with positioning and proceeding through creative regeneration of the brand identity. Asunka (2017) mentioned (Kim and Chung, 1997) in his article that interchangeably used the "Brand Restoration" in place of "Brand Revitalization" and discussed that while brand enhancement focuses on creating a brand with the exact picture, attitude, and association, brand revitalization is linked to brand restoration, which emphasises changing existing perception among customers. He (2013) noted that Keller (1999) defined Brand revitalization and called it brand rejuvenation; it alludes to an organization's endeavor to regain lost sources of brand equity by modifying and creating tactical and strategically marketing activities if the brand is in decline stage.

In continuation to using popular elements from history authors such as (Brown, 1999, 2001; Harris, 2000) have suggested that 'Retro Marketing' is management of a product which associated with its past image and previously earned equity, creates nostalgia for consumers on daily basis, even though the product is updated. The definition of 'Retro Marketing' was cited by Hallegatte (2014) and (Ogechukwu, 2013) in their articles. Whereas, Hallegatte et al. (2018) quoted the definition of retro-marketing by Fort-Rioche and Ackermann, (2013) as "a generic term used to describe marketing strategies that capitalize on the past to sell up-to-date products and services".

Castellano et al. (2013) and Merlo and Perugini (2015) noted that (Brown et al. 2003a, 2003b) coined the term "Brand revival" to describe the rebirth or re-launch of a product or service brand associated from the past which is typically updated and made relevant to meet expected taste, preferences and performance.

Definition of terms which were found to be less commonly used by authors is also mentioned. For instance, Frösén and Laukkanen (2016) in his paper cited the work of Urde et al. (2007) regarding the definition of "Heritage Brand" and stated that such a brand is distinctive brand drawing lasting legacy from previously offered value, symbolic associations and culture. Ingemanson and Hesslefors (2010) cited the definition of term "Brand comeback" given by Persson (2010) stating that extremely successful re-launch, which occurs when the brand almost has hit rock bottom. Toivola (n.d.) described "brand rein-forcement" as "the process of preserving or strengthening existing sources of brand equity" (Keller 1999).

Nature of Research:
Articles were further classified based on empirical and non-empirical research. It was found that (see Figure 6) 18 articles are empirical and 46 articles are found to be non-empirical research.Non-empirical studies were further categorized into case-studies (17), qualitative research (13), conceptual research (9), literature review based paper (3), theoretical discussion and view point based paper (2) each.
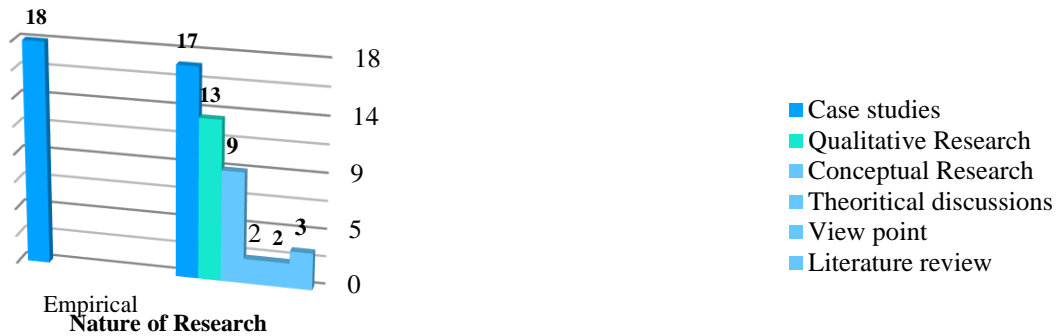
Figure 5. Classification of studies based on nature of research

Thematic analysis of articles:
 "Themes and sub-themes represents the core ideas, arguments and conceptual linking of expressions on which an article's research questions, constructs, concepts and/or measurements are based" (Linan and Fayolle, 2015). The articles were grouped together based on similarity in the themes of their issues and objectives. (Table III) provided a detailed critical review in which articles were classified into primary themes and secondary themes and accordingly their summarized results were given. Remaining articles were put into miscellaneous categories. Sub-themes under each major theme were arranged in chronological order. (Figure 7) showed the thematic analysis of 64 articles for the entire period of 1984 to 2020. We found that research articles were discussing a particular theme for the year 1985, 1988, 1989, 1992, 1995, 1997, 1999, 2002, 2003, 2006, 2007, 2010, 2012 and 2020; and variations in the themes were recorded for the year 1984, 2001, 2004, 2005, 2009, 2011, 2013, 2014, 2015, 206, 2017, 2018 and 2019. The percentage is also calculated in order to examine the contribution of individual sub-themes in the extant literature (Figure 8).

   (a) Primary theme:
Articles under primary themes are found to be more focused towards elaborating the conceptual framework for managing mature brands for long run. Total count of article under theme of theoretical and conceptual insights was 15 and contributing around (23%) of total literature review.

   Articles were themed as managerial approach which were discussing about the role of leadership in revitalizing corporate brand, entrepreneurial venture for reviving the existing brand through licensing or purchase, organizations' involvement in creating line extensions through (portfolio, brand and extension) stratégies. There were 6 articles in the theme contributing about (9%) of literature review.

   Articles were themed as consumer-centric which was conferring about consumer perception towards revitalizing multinational brands, measuring the effect of brand rejuvenation on behavioral loyalty and attitude of customers, role of consumer experiences in the process of socio-cultural brand revitalization, consumers' continuing relationships with a defunct brand. Total number of articles found under this was 10 and contributing about (16%) of total literature.

   (a) Secondary theme:
Product revitalization sub-themes were discussing about the product decline and revival of beverages (Cedevita, Cockta & Argeta), old food brands, automobiles (Madza, Volkswagen New Beetle, Korando Sports, Royal Enfields & Car battery), fashion brand (Pucci, Burberry), accessories (Petrodvorets, Tiffany & Co.), edibles (Pillsbury, Quisp & Maggie). Total count of articles under this theme was 15 and contributing (23%) of the total studies. Similarly, 7 articles were found under service revitalization sub-theme conferred about revitalization of Food service industry, Hotels, Restaurants, Higher education institutions, Interactive Digital media, Telecom services and contributing (11%) of total studies. Articles under

Technology revitalization theme (2) and visual revitalization theme (1) were together contributing to (4%) of literature review.

(b) Miscellaneous:

Individual studies had also caught our attention that were explaining the role of brand extension in revitalizing the personality of flagship products; revitalizing the marketing concept beyond the traditional levels of manufacturers, vendors & suppliers, intermediaries and consumers; effective use of brand revitalization project in increasing the brand strategy knowledge of students and further develop skills valued be employers; revitalization of institutional heritage through repositioning both product and/or corporate brands; revitalizing 'Relationship Marketing'; role of members of distribution network in the revitalization of textile industry; Revitalization of brand loyalty through social media communication (Face book, WhatsApp and Twitter) in context to apparel industry; vital processes involved in revitalization to achieve sustainability for heritage enterprises. In total, 8 articles were found together contributing (14%) of literature review.
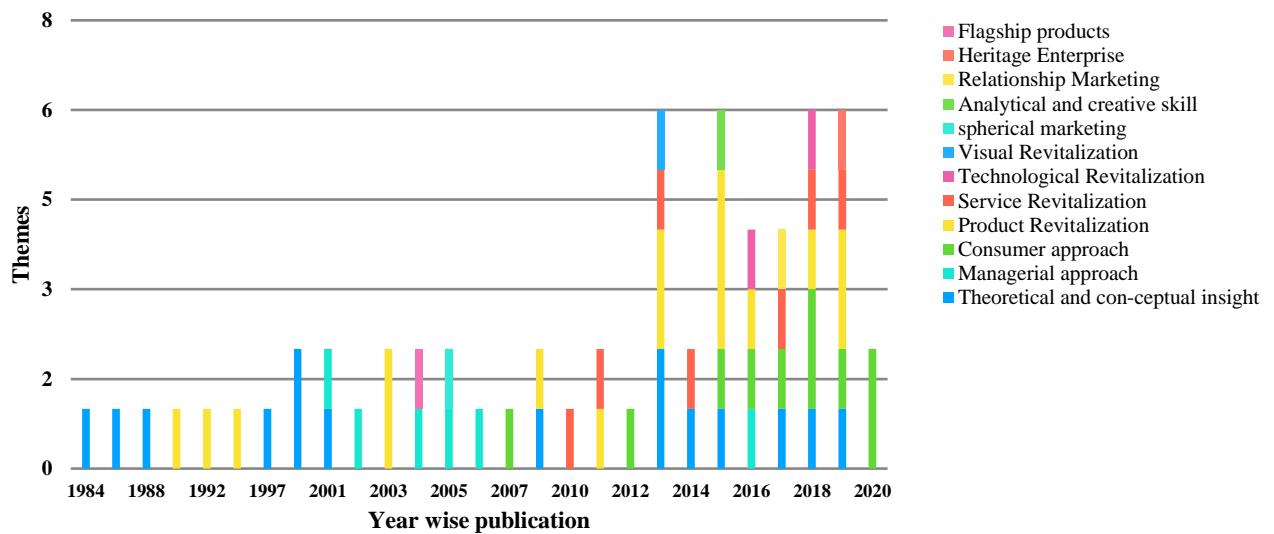
Figure 6. Thematic analysis of year-wise publication
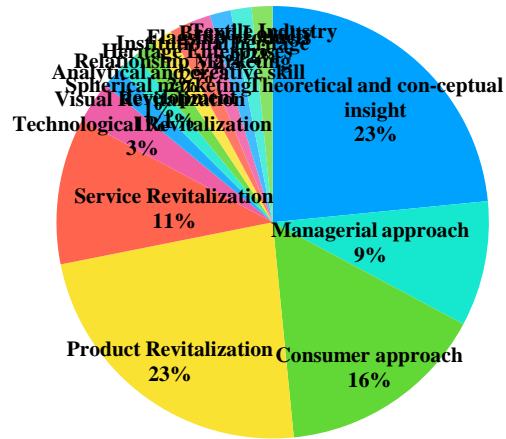
Figure 7. Contribution of Research Sub-Themes

(Table IV) Comprehensive Record of Research themes

S.No.	Author	Years	Nature of Research	Summary of Findings
Primary themes identified:				
Theoretical and Conceptual insight				
1	Sheth and Morrison	1984	Conceptual	Conceptual framework for creative marketing strategies: entrenchment, switching to intermediaries, mandatory consumption going international, broadening product horizons, new applications, new situations, repositioning, and redefining markets
2	Jenkins and Welch	1985	Conceptual	Role of Research in the Revitalization of an Advertising Medium through Desk Research, Observation and interviews.
3	Berry	1988	Conceptual	Revitalization programes: rededicate to provide quality, Scrupulously assessing consumers' perception towards product's quality, Managing relationship between consumer and brand, Understanding brand's values, Orchestrating brand revitalization program, Giving brand an exciting, eventful, newsworthy re-launching party
4	Wansink	1997	Qualitative research	New uses that revitalize old brands: increasing usage frequencies through television radio, print, product partnering, in-store displays, banners and packaging.
5	Wansink and Gilmore	1999	Qualitative research	
6	Keller	1999	Conceptual	Maintaining Brand Consistency, Expanding Brand Awareness, Improving Brand image, Adding new customers, Entering New Market to revitalize brands for long run.
7	Wansink and Huffman	2001	Conceptual	Strategic and tactical opportunities for managers to revitalize brands: acquiring favorable perception towards brand-refresh, association with relevant goals, and new usage situation; choosing right brands- expands distribution coverage, improves shelf placement, encourages favorable comparisons, positively influences inventory holding; Using the brand- ensures silence at usage point, packaging may be altered to incite usage and decreases perceived price.

8	Thomas and Kohli	2009	Case study	Improper managerial actions: poor product quality, price increase, price cuts, brand neglect; Environmental factors and competitive actions were found to be the causes of brand decline. Whereas, brand knowledge, brand awareness and image, customer response, repositioning, rebuild quality were some of the revitalizing strategies.
9	Castellano et al.	2013	Conceptual	Theoretical insights that foster retro-industries through heritage, tradition, nostalgia and revival.
10	Ogechukwu	2013	Review	Historical evolution of brands, the demographic, socioeconomic, cultural and organizational factors that have precipitated in retro-rejuvenating of mature Nigerian brands.
11	Shetty et al.	2014	Review	The techniques of retro-brand management for Indian brands were: Brand Stories, Brand Essence, Brand Paradox, Brand Community, Brand Differentiation, and Brand Knowledge.
12	Brown	2015	Viewpoint	Historical analysis of 'RMS Titanic' highlighted the prevalence of renovation in a heritage age.
13 14	Thakur Muralikrishna Nair and Sasi	2017 2018	Theoretical discussions (2)	Brand relevance, Globalization, Innovation, Legal Issues, Competition, Mergers and Acquisitions, Morale & Reputation Technology were the major factors affecting brand revitalization; Increased Usage of a product, new market segment, Repositioning, Brand enhancement, change in brand elements, brand awareness and brand extensions were some of the strategies of brand revitalization.
15	Lu et al.	2019	Qualitative research	Keller's brand knowledge facet was coupled with the Quality Feature Deployment (QFD) model to design a brand revitalization model for rehabilitating old and mature brands.

Managerial approach

16	Ikeda	2001	Case-study	Role of leadership in revitalizing the corporate brand: Defining and spreading the management philosophy, evaluation of employees, Network formation, persuading members to change, existence as the symbol and creation of new corporate image and identity.

17	Easingwood and Harrington	2002	Conceptual	Managers were available with four steps of launching and re-launching of brands: market preparation, targeting, positioning and execution or attack step.
18	Lehu	2004	Qualitative research	Managerial decisions in guiding the strategic choices for rejuvenating maturing or declining brands were line extensions, brand extension, new uses/ and higher frequency, new distribution channels, new users / segments, innovation, redesigning and new packaging,new attached services, launching sub-brands, modifying the media planning, modifying the reason, shift the spokesperson.
19	Bellman	2005	Qualitative research	Strategies suggested by entrepreneurs for devising a popular brand name or reviving the existing one were acquisition through licensing or purchase, re-launched through market penetration strategy, packaging modification and new promotional campaigns.
20	Munthree et al.	2006	Qualitative research	Organizations' involvement in creating line extensions for the brands. A framework of three-step approach was developed for using upscale line extensions in brand revitalization strategies: Portfolio strategy:- (1)Understanding brand life cycle model (2)Identifying market opportunities (3)Key functions of line extension in core brand revitalization Brand strategy:- (1)Brand Stretch (2)Link Line extension to market opportunity, Decide on target market Extension strategy:- (1)Understanding that there exists significant impact of primary brand strength and other market forces (2)Deciding on launching time (3)Deciding on concurrent core brand activity
21	Dion and Mazzalovo	2016	Conceptual	Managerial efforts in transforming a brand into heritage brand by copying an old brand, associating a brand with the past and modernizing the brand.

Consumer approach

22	Melewar et.al	2007	Empirical	Multinational brand revitalization (automobiles and electronics) were positively influenced by product innovation, product upgradations, warranty programs, and marketing communicationwhich were negatively perceived due to previously offered poor quality or negative publicity by local consumers.
23	Cattaneo and Guerini	2012	Empirical	Retro branding strategies explained nostalgic brand affiliations and consumer inclination towards brands. Consumers appear to choose contemporary brands associated with memorable experiences from past. Consumer preferences are influenced by more concrete and improved product features that are clearly communicated in the retro branding strategy which confirms that past memorable brand associations alone can not be the 'focus' of a retro branding strategy.
24	Nassimi et al.	2015	Empirical	There is found to be a positive impact of brand rejuvenation on the attitude and behavioral loyalty of customers in context to Bank of Mellat, Iran.
25	Närvänen and Goulding	2016	Qualitative research	Discussion on socio-cultural perspective in the phenomenon of revitalising a brand; Examined the influence of consumer collectives in the process. four important stages proposed in conceptual model of cultural brand revitalization: sleeping brand, spontaneous appropriation, diffusion and convergence.
26	Davari et al.	2017	Empirical	Consumers' belief of the extinct brand's perceived superiority as well as their opinion about functional and value-expressive utilities, were found to be as well as their judgment of brand superiority perception of the defunct brand were significantly associated with brand resurrection movements. Nostalgia moderates the relationship between social-adjustive utility and brand resurrection movement, demonstrating that when prompted by a strong sense of the past, consumers' social-adjustive utility becomes important.
27	Florea et al.	2018	Empirical	A model highlighting the reaction of fans towards resurrected brands in sports organizations.

28	Hallegatte et al.	2018	Empirical	In the music industry, combining the past and present for a retro brand has an effect on customer behaviour, with nostalgia proneness acting as a moderating factor in the relationship between retro branding and consumer behavioural intentions. It was also proposed that a retro brand had a significant impact on consumers' attendance intentions and willingness to pay, but not on their word-of-mouth intentions,
29	Russell et al.	2019	Empirical	The research anchored the concept of brand relationship literature through transference of psychiatry and to identify the means in which the continuity of consumers' relationships with a defunct brand and impacted the connected directions with competing and substitute brands in the marketplace with reference to Georgia Pie brand.
30	Gilal et al.	2020a	Empirical	To offer an understanding of how nostalgic advertisements impact participation of customers in bringing dead brands alive compared to non-nostalgic advertisements. Both personal and non-nostalgic advertisements were found to have moderation effects on BRM participation, with historically nostalgic advertisements having the strongest effect.
31	Gilal et al	2020b	Empirical	To examine the impact of endorsers and product styles on consumers' brand relationship in BRM. Findings indicate that for hedonic products, expertise, attractiveness, and trustworthiness mediate the relationship between endorser types and BRM.

Secondary themes identified:

Product Revitalization

32	Mesak and Elimam	1989	Empirical	Product evaluation analysis of Car battery in Kuwait through BCG Product Portfolio Matrix helped in identifying the 'stars' and 'dogs' of product line and assisted in eliminating product and their replacement, it also influenced the decisions of product development and not changing the product.
33	Paxton	1992	Case study	Product line of Pillsbury illustrated product extension, offering new perspective on price points, product positioning, and consumer's choice.

34	Ewing et al.	1995	Case-study	Repositioning of core values (quality, technology and excitement) and their strategic realignment successfully refresh a The Mazda brand.
35	Brown et al.	2003a	Qualitative research	Revival of Quisp through retro-marketing. It was concluded that consumers' search for authenticity and comforting certainties for childhood.
36	Brown et al.	2003b	Case-study	For the 'Volkswagen New Beetle' and Star Wars, the value of Arcadia (idealised community), Allegory (brand storey), Antinomy (brand paradox), and Aura (brand essence) was exposed by the rise of retro brands and re-launched historical brands with updated features.
37	Ying and Minggui	2009	Empirical	Reviving old food brands in China by activating its brand equity through brand element, product image, enterprise image, brand affecting nostalgia and brand innovativeness.
38	LISANIN et al.	2011	Case-study	Strategies for reviving brand 'CEDEVITA' were through brand essence, new uses, distribution change, innovations, segmentation, contact with opinion leader, 360° communication, Changing the business model.
39	Shin and Cha	2013	Case-study	Core strategic intent, flexibility/learning skills, understanding of customers and their sensitivity, external focus, management engagement, and confidence in the product and brand were all part of the effective repositioning strategies for 'Korando sports.'
40	Prashar et al.	2013	Case-study	reviving of 'Royal Enfield' motorcycles
41	Cooper et al.	2015	Qualitative research	The article provided a longitudinal, retrospective analysis of two heritage corporate brands that went through structural brand decline, followed by recovery. Three brand constructs, namely brand vision, brand principles, and core competencies, were revealed which underpinned the growth, collapse, and recovery of (i.e., Tiffany and Burberry).
42	Kolbl et al.	2015	Qualitative research	Revitalization strategies for Slovanian brands (i.e., Cockta & Argeta) were: presenting quality of their product to the clientele,growth of the product portfolio, innovative advertising, and a rejuvenation of the visual aspects of the brand.

43	Merlo and Perugini	2015	Qualitative research	In order to revitalise a fashion brand (such as Pucci), resorting to past could backfire if retro-marketing strategy was not backed up by a comprehensive understanding of the company's history and a well-documented study of the historical context in which the brand was first launched.
44	Frösén and Laukkanen	2016	Case-study	Reviving 'Petrodvorets' Watch Factory
45	Welch	2019	Case-study	Replacing the leadership, restricting the organization, redeveloping the strategies, rebranding the product found to be the strategies of 'Volkswagen' recovery.
46	Srivastava	2019	Case study	'Maggie' made extensive use of social media to solve the problem and re-establish the brand's reliability and trust among its customers. The marketing technique of relying on customers' prior interactions and using them as spokesperson culminated in a positive attitude toward the brand in crisis.

Service Revitalization

47	Akbar et al.	2010	Empirical	The study on Hotel revitalization of service quality in Penang, Malaysia, indicated that customer loyalty influenced the relationship between hotel service quality and customer loyalty positively, and perceived value and customer satisfaction mediated the relationship between hotel service quality and customer loyalty significantly.
48	Colling	2011	Case-study	Story of rebuilding a subscriber base and revitalizing Interactive Digital media in Britain.
49	Yeh	2013	Case-study	Revitalizing restaurant business (i.e., Farmosa Change) in Taiwan, by combining culture in food to develop elaborate dishes in Taiwan.
50	Chekitan and Keller	2014	Case-study	Brand revitalization strategies of India's 'Park Hotels' were: conducting periodical brand audit to determine the brand position and getting directions to develop the brand platform via establishment of brand belief and evoking brand experience. Developing brand voice and launching new brands were also suggested.

51	Tian et al.	2018	Qualitative research	Understanding revitalization of classic brands (Foodservice Industry) by providing an ethnographic study. It was suggested that restaurants could be modernize through Brand Positioning, exploring entrepreneurs' personal life histories, health conditions, and religious beliefs.
52	Asunka	2017	Qualitative research	For Vodafone Ghana Limited: Causes of brand decline were: management own dealings and undealings; alterations in the marketing situation; competition; and the non-existence of marketing communication. The roadmap for bringing back a fading brand was: improving the deepness and wideness of alertness; enhancing the brand image and placing the brand in the market.
53	Nasreen et al.	2019	Empirical	A framework of brand rejuvenation suggested that Interactive marketing communications, consumption experience, social influence and corporate culture are the factors that could be exercised in institutions of higher education in Malaysia.

Visual Revitalization

54	Müller	2013	Empirical	The study looked into the phenomenon of visual revitalization by looking into the impact of logo similarity and logo style on brand modernity and loyalty.

Technological Revitalization

55	Del Giudice and Al-Mashari	2016	Review	Technological revitalization through Internet of Things (IoT).
56	Foucart et al.	2018	Empirical	Rejuvenation of the 'Vinyl records' and exploring the concept that the success of digital music (third-generation technology) unfavorably effect the CD (second generation) but that success positively effects vinyl (first generation).

Miscellaneous

57	Supphellen et al.	2004	Empirical	Brand extension proved to be a successful way of revitalising a flagship product's personality. Particularly if the extensions are given more positive personality than the flagship it may cause enduring improvements in the personality of flagship products.

58	Svensson	2005	Conceptual	Suggested the revival of marketing concepts from more traditional levels of distribution to more contemporary approaches. The term "spherical marketing" was coined to describe the relation of marketing channels' distinct upstream and downstream levels, as well as their indistinct subsequent and preceding levels.
59	Geissler	2015	Empirical	Effective use of brand revitalization project in several marketing courses. The brand revitalization project was found to have improved marketing students' brand strategy awareness and helped them build skills that employers appreciate. The project was particularly effective in assisting the development of skills related to analytical ability, problem-solving, and teamwork.
60	Santos et al.	2016	Case-study	Ach. Brito – after a long period of stagnation – accomplished a remarkable strategic transformation by pursuing a strategy based on heritage branding orientation. The results show that the heritage of organisations can be activated and expressed in a variety of ways. It can reposition both product and corporate brands, for example; it can be informed by product brand history and shape corporate heritage, and it can be strategic for both medium-sized and small businesses.
61	Sheth	2017	Viewpoint	It was concluded that 'Relationship Marketing' can be revitalized if the subject area focus shifts from "share of wallet" to "share of heart"; and from "managing customer relationship" to "joint venturing with customers".
62	Jeon and Phelps	2018	Case-study	Public institutions played an important role in mediating the innovation process within national and regional innovation structures, according to the role of public intermediaries in the revitalization of the Daegu textile industry in South Korea (RISs). Due to deficits in infrastructure, various types of intermediaries are regarded as the crux of regional (re-)development and innovation, especially in old industrial regions.
63	Ali	2019	Empirical	Revitalizing brand loyalty through social media communication (Facebook, WhatsApp and Twitter) in context to apparel industry.

64	Li et al.	2019	Case-study	Main processes of brand revitalization for heritage enterprises in China to achieve cultural sustainability towards

Redefining the heritage brand by:-
(1)Reactivate heritage institutions and distance the brand from modernity in terms of time.
(2)Combining brand values differently
(3)Reshape brand identity association

Communicating updated image to consumers by:
(1) Use of digital media to communicate new brand values
(2) Mobilising enthusiastic consumers and Cultivate positive associations.
Reconstructing the market boundaries of the heritage brand by
(1) Product line extensions
(2)Brand Extensions

Findings and Discussion

This systematic review of the literature indicates that a significant amount of research has been done on brand revitalization topic and it has made a substantial progress in its publication for more than four decades. (Figure 2) indicated that the research on brand revitalization evolved in 1980s (first article published in 1984 by Sheth and Morrison in the Journal of Consumer Marketing) and is still emerging, there have been more publications in the literature in recent years (post 2015) than in previous years (before 2012). There were 64 papers found in 46 different journals, out of which 6 were found in Journal of Product and Brand Management, 4 in Journal of Brand Management (see Figure 3).

The multi-sectoral nature of a large number of journals publishing research in this field was evident suggesting that the topic of brand revitalization published in the journals have diverge sectors such as sports, pharmaceutical and healthcare, scientific research and development, environmental and biological sciences, hospitality and tourism management etc (see Table 1). The paper also builds on the notion that searching for the keyword "Brand Revitalization" has resulted in the exploration of interchangeable keywords used to address the same concept. Sorting and grouping process of keywords indicated that "Brand Revitalization", "Brand Rejuvenation", "Brand revival" were most frequently used keywords and "Brand Recovery", "Renaissance", "Renovation", "Brand Revamping", "Brand comeback", Brand Rebuilding", Brand Reinforcement" and "Brand afterlife" were found to be less commonly used keywords but significantly contributed in the study of brand revitalization. Uniformity has been found in the usage of key terms by publishing authors of varied countries, which clearly indicated that none of the key terms had a specific root or preference in their use.

Since the number of countries differed greatly across continents, categorising the keywords by continent yielded no discernible pattern (see Table III). Definitions of brand revitalization varied greatly in academic literature (see Figure 4). Different scholars emphasize different concepts in reviewed definitions, yet close examination of the definitions reveals there exists an inevitable overlap and heterogeneity. ON exploring research design adopted in different papers it is found that majority of the studies (70 percent) were non-empirical in nature while 30 percent were empirical. So, it becomes self-explanatory that the use of qualitative methods was more popular than quantitative methods.

Furthermore, case-study and qualitative research were contributing 65 percent out of total literature and were increasing the counting of articles (see Figure 5). Articles were grouped into separate classes based on the similarity of their core areas of study over the entire time span found (see Figure 6). Converging themes and sub-themes were formed to generate transparency in the research topic. Accordingly, the contribution of individual themes and sub-themes were also mentioned (see Figure 7). More mature themes were classified under primary themes, contributing 48 percent of literature review. Further, in-

depth analysis of research articles helped us to found out research of some specific domain (i.e., Product, Service, Technology and Visual) revitalization and was classified under secondary themes and contributing 38 percent of literature review. Remaining articles were contributing 14 percent of literature review (see Table IV). But, over time, the prominence of each research theme has shifted significantly. A broad and deep review through thematic analysis has not been conducted in this domain.

With the rise of these concepts, we came to know that studies were more focusing on theoretical and conceptual insights. Organizations were shifting their focus from being firm-centric to being customer-centric. Less popular themes such as 'spherical marketing', brand revitalization of analytical and creative skill development, revitalization of heritage brand for cultural sustainability, relationship marketing revitalization, role of public intermediaries in the revitalization of textile industry, were recognised in reviewed literature. Revitalization through brand extensions and brand loyalty were also given individual attention.

Research gaps and Future Research agenda

After developing the collected literature, it is found that the topic was far from indicating homogeneity and for a better understanding of the previous work, categorization was used. Research gap existed in recognizing the countries of origin of some authors who have used the term "Brand revitalization" and "Brand rejuvenation". The country of publishing authors who have used the key terms "Brand comeback" and "Brand recovery" was also not identified (see Table III). In addition, no country specific usage of terms was found in clear pattern. Moreover, less flexible approach was taken by the authors to include the consumers' perception in their definitions. A need for research to adopt a wider view in terms of research design analysis through conducting more empirical testing for the research topic is identified. More emphasis was given in unfolding the nature of research (i.e., empirical and non-empirical research) but no emphasis was given for tools and techniques and scales used to analyze empirical research. Distribution of articles could also be done based on (single/multi) case studies for providing more clarity in research design. Research gaps also existed in classifying the articles based on contexts/countries where research was conducted. After conducting thematic analysis, it was found that less number of articles were discussing about managerial viewpoint.

Finally, reviewing research papers published in multidisciplinary journals may provide a clearer picture of the wide range of approaches taken by researchers in the brand revitalization literature. Keywords can be used as direct inputs for electronically searching results close to the topic of brand revitalization. Via thematic review, this study will enable writers, readers, students, research faculty, administrators, and managers to concentrate on newly emerging research areas. Since papers representing different themes have been published in various disciplines, future researchers will benefit from the compilation of brand revitalization studies in a variety of research areas, such as hospitality, sports and fashion.

Researchers may include methodological contributions to themes/subthemes when designing future research studies. Various antecedents, moderators could be extracted from research articles that could help in future to develop a conceptual research framework followed by empirical testing. Consumer market is witnessed to a variety of product categories and each one of them has unique characteristics and responds differently to changing market environment. Empirically testing the effectiveness of various brand revitalization strategies on different product categories would help in enhancing the knowledge base of brand revitalization literature.

Limitations

The current analysis, like any other research, has some limitations. Considering only peer reviewed journals while excluding other sources of literature which might contribute towards existing body of knowledge and set altering trends in future research is one of the noteworthy limitation. Documents related to companies reports, thesis, books that were giving relevant information was excluded. Choosing the papers only in English, has resulted in bias towards articles written in other languages. Ignoring the inclusion criteria and broader coverage of all documents related to brand revitalization literature may provide more authenticity to discover altering trends in future.

Conclusion

The current research is, to the best of the author's knowledge, the first systematic literature review that looked at emerging developments in brand management with regard to brand revitalization. It was found

that brand revitalization is a multifaceted and complex concept that is altering in its nature of assessment over the years. To simplify this complexity, the articles were classified into different categories and sub-categories based on the need of analysis. By reviewing the literature in detail, this study answered the research questions raised at the beginning of this paper.

Through systematic review of literature the research questions posed at the start of the paper were answered. Articles were arranged in chronological order to examine the timeline distribution and trends of publication for various journals. The analysis of keywords was done to find out the most frequent used keywords by authors of different country of origin and accordingly definitions of various key terms were obtained cited by the authors in their articles. Natures of study, based on empirical and non-empirical research were documented. We explored the emerging themes and sub-themes of brand revitalization literature to show the key issues that have been emphasised in the past and the topics that need to be researched in the future, as well as research gaps and future research agenda. We hope that our analysis and future research agenda will encourage academics and practitioners to dig deeper into the current state of academic research in this field and carry the field of brand revitalization forward.

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